From:	Smith, Randy
To:	Mittendorf, Brian
Cc:	Williams, Valarie; Smith, Randy; Griffiths, Rob; Reed, Katie; Miriti, Maria; Duffy, Lisa; Hunt, Ryan; Bittner, Brandi; Lemon, Jason; Chandrasekaran, Aravind; Hammond, Ivy; Watson, Sara; Talbot, Ann; Warren, Adam; Eveland, Jessica
Subject:	Proposal to establish a Master in Management degree
Date:	Sunday, October 11, 2026 4:06:25 PM
Attachments:	image001.png

Brian:

The proposal from the Fisher College of Business to establish a Master in Management degree was approved by the Council on Academic Affairs at its meeting on October 7, 2026. Thank you for attending the meeting to respond to questions/comments.

The proposal will now be sent to the University Senate with a request to be included for action at the Senate meeting on **November 19, 2026**. The Chair of the Council will present the proposal, but we will need you or a designee to attend to respond to detailed questions. Prior to that it will need discussion at the Faculty Council on **November 5, 2026,** and the Senate Steering Committee on **November 6, 2026**. I will provide you with details as I receive them.

If approved by the Senate, the proposal will be sent to the Board of Trustees for action at its meeting on **December 3, 2026.** If approved by the Board, the Graduate School will work with you on the approval process with the Ohio Department of Higher Education.

Once fully approved, the Office of the University Registrar will work you with you on any implementation issues.

Please keep a copy of this message for your file on the proposal and I will do the same for the file in the Office of Academic Affairs.

If you have any questions please contact the Chair of the Council, Professor Valarie Williams(.1415), or me.

I wish you success with this important program development.

Randy

THE OHIO STATE UNIVERSITY

W. Randy Smith, Ph.D.
Vice Provost for Academic Programs
Office of Academic Affairs
University Square South, 15 E. 15th Avenue, Columbus, OH 43201
614-292-5881 Office
smith.70@osu.edu

Assisted by:
Katie Reed
Executive Assistant
(614) 292-5672

TO: Randy Smith, Vice Provost for Academic Programs

FROM: Graduate School Curriculum Services

DATE: 9/28/2026

RE: Proposal to Establish a Master in Management in The Fisher College of Business

The Fisher College of Business is proposing a Master in Management New Degree Program.

The proposal was received by the Graduate School on 4/14/2026. The combined GS/CAA subcommittee first reviewed the proposal on 9/23/2026 and requested revisions. Revisions were received on 9/25/2026, supported for review by the Council on Academic Affairs.

THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS

September 25, 2026

Prof. Maria Miriti

Associate Dean for Academic Excellence

Graduate School

The Ohio State University

Dear Prof. Miriti:

Many thanks to you and the combined Graduate School – Council on Academic Affairs review team for your help in reviewing the Master in Management proposal by the faculty of the Fisher College of Business. We greatly appreciate your support of the proposed program. The attached revised proposal incorporates the remaining suggestions. In particular, the following changes have been made:

1. In response to the request to remove Central Tax as a (negative) revenue in the FIS statement and instead classify it as an expense, we have revised the FIS accordingly. The updated version is presented in Appendix C (see p. 33). We have also updated the financial projections in the text of the proposal to ensure consistency. While the bottom line numbers have not changed, this approach now better splits the total revenues and total expenses to line up with the desired convention.
2. We have now explicitly noted that the orientation embedded into the program in a one-week pre-term entails no added fees for the students (see p. 17).

Brian Mittendorf
Associate Dean for Graduate Programs
H.P. Wolfe Chair in Accounting
200G Fisher Hall – 2100 Neil Avenue – Columbus, OH 43210-1144
mittendorf.3@osu.edu

The revised proposal (along with appendices) includes letters of support from partner colleges, fiscal projections, demand assessments, curriculum maps and advising sheets, and implementation plans. If we can provide any further information or clarifications, please let me know.

Sincerely,



Brian Mittendorf
Associate Dean for Graduate Programs
Fisher College of Business

MASTER IN MANAGEMENT

Curriculum Proposal

by

Fisher College of Business

The Ohio State University

September 25, 2026

Fisher College of Business
Master in Management Proposal

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1. Executive Summary

As workforce needs have evolved, so too has the need to evolve graduate business education. Though traditional 2-year Full-Time Master of Business Administration (MBA) programs have long been the standard bearers to launch students with non-business education backgrounds into leadership roles in business, the reluctance of students to leave full-time employment for two years and the increasing demand of recent undergraduates for opportunities to pivot to meet workforce demands have created a need for a different pathway.

The proposed Fisher College of Business Master in Management (MiM) is a two-semester, 33-credit hour, program designed to provide key management and business skills to students whose recent undergraduate studies were in fields outside of business. In addition to expanding these students' job placement opportunities across various fields, a Master in Management can also permit students to get a leg up in specific chosen fields by giving them a distinct advantage over others in the workforce who hold similar subject matter expertise in their areas but lack business knowledge critical to implementation and leadership. The program was designed to offer students a standalone master's degree that builds key business skills but is also sufficiently general that the coursework can enable students to stack the MiM degree into a future MBA should their career progression warrant it.

2. Overview of Approvals

The Fisher College of Business first established a Master in Management Exploratory Committee at the start of Autumn 2025 to examine the feasibility of a new degree offering. The committee approved plan to pursue a Master in Management degree on **January 23, 2026**.

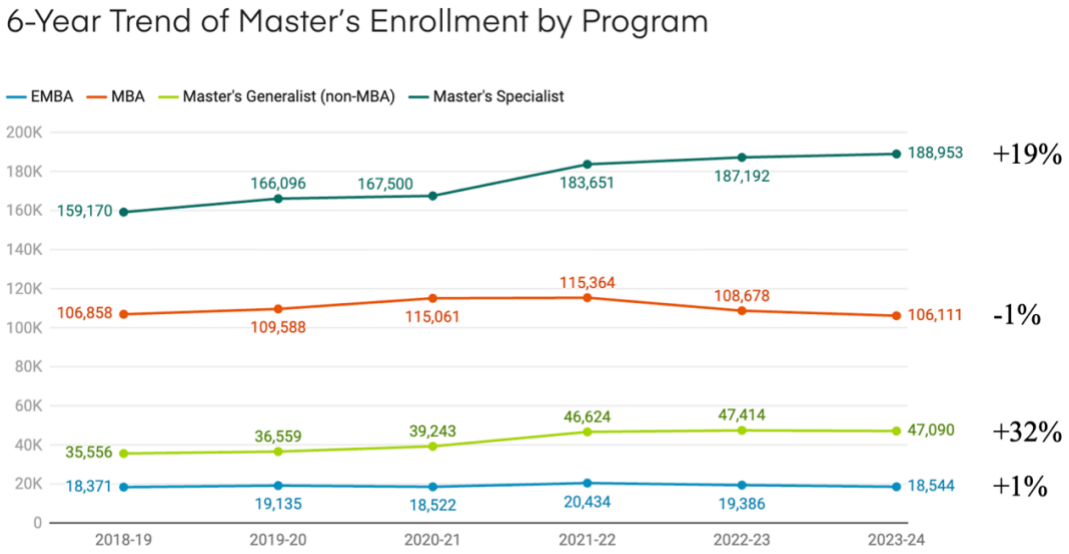
The college then established a curriculum committee to develop a curriculum proposal. The Master in Management Curriculum committee presented the proposal progress to the Fisher College of Business Executive Committee on **February 10, 2026**. Upon incorporating Executive

Committee feedback, the Master in Management Curriculum Committee approved the revised degree proposal on **April 22, 2026**.

The Master in Management degree proposal was formally approved by the Committee for Specialized Master Programs, Fisher College of Business, on **April 24, 2026** and the final version was presented to the college Executive Committee on **May 5, 2026** prior to being forwarded for University-Level review.

3. Introduction

The graduate business education landscape has been facing substantial change in the last decade. Traditional Full-Time two-year Master of Business Administration (MBA) degrees, once the flagship degree of any business school, have seen substantial declines in enrollment since their peak over a decade ago. Full-time MBA enrollment numbers have since leveled off, with overall enrollment down 1% nationwide since 2018; over the same timeframe, Executive Master of Business Administration (EMBA) degrees have seen an enrollment increase of just 1%.

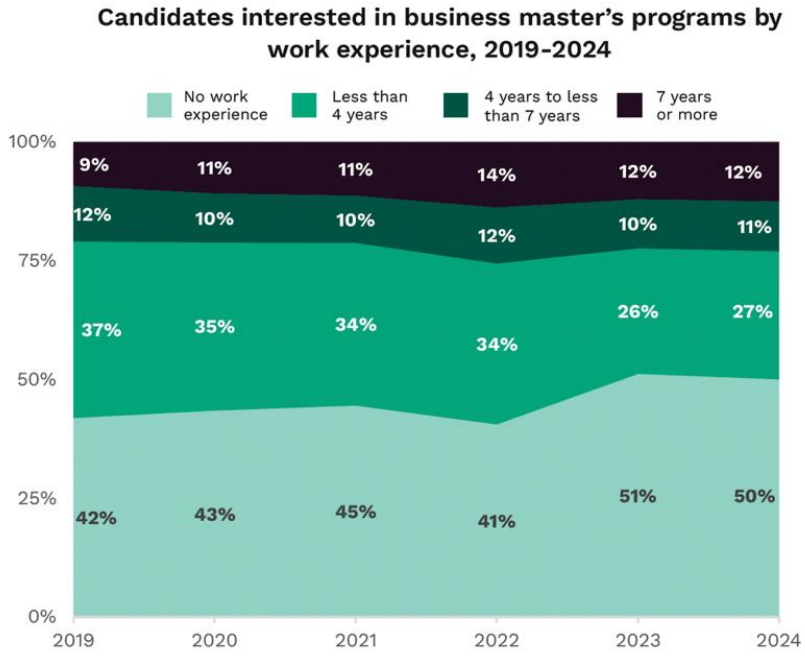


Source: AACSB, *Master's Enrollment Trends at AACSB Schools: A Shifting Landscape*, 2025

Meanwhile, the primary areas of growth in graduate business education have been specialized degrees (e.g., accounting, analytics, finance, etc.) which have seen a 19% uptick since

2018, and (condensed) non-MBA general business degrees which have experienced an enrollment boom of 32% during the same time.

Consistent with the shift away from traditional MBA education – typically geared toward students with 5+ years of work experience – the percentage of graduate business students who enter programs with no work experience has increased from 42% to 50% in the last five years.



Source: Graduate Management Admission Council, *Who wants a business master's degree*, 2025

An independent study conducted by EAB to examine these trends in Ohio and the region were consistent with these trends, noting regional student demand for traditional business master's degrees declined by 18.04% between 2019-20 and 2023-24.

In the face of these demand trends, Fisher College's current portfolio of graduate programs has a notable gap. To see this, consider the current set of graduate degree programs. To meet the needs of professionals with multiple years of post-undergraduate work experience, the Full-Time MBA, Working Professional MBA, Master of Business in Operational Excellence, and Executive MBA programs have a long history of success at Ohio State. Though the Working Professional

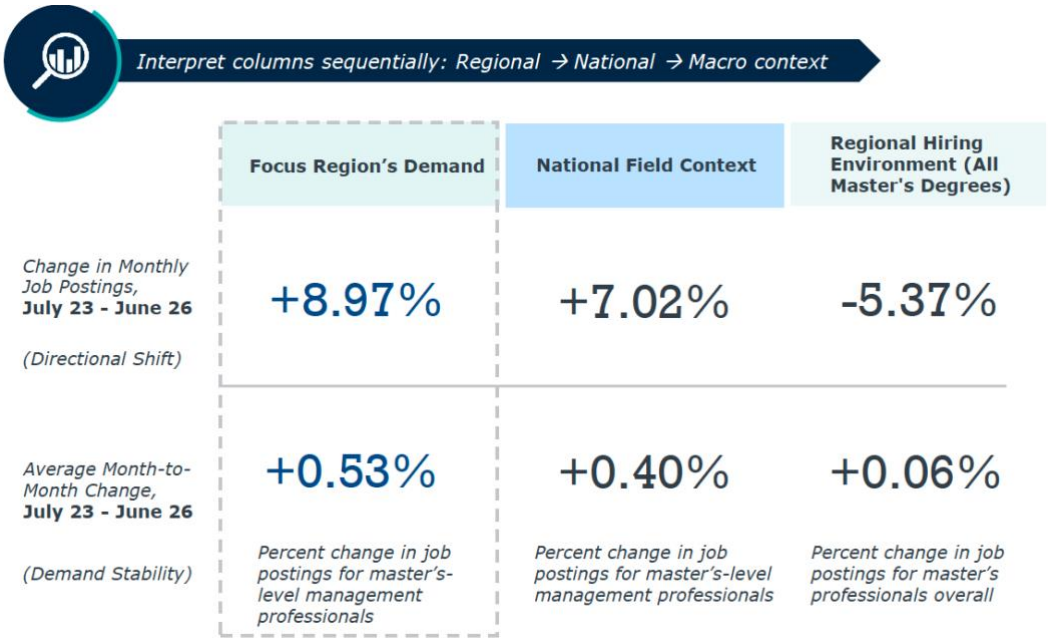
MBA has seen notable growth, primarily in the online offering format, the other general business programs have seen enrollment levels plateau.

To meet the needs of students without (or with little) work experience but with business education backgrounds who are seeking specific professional credentials, the college also has a cadre of successful programs: Master of Accounting, Specialized Master of Business – Analytics, Master of Human Resources Management, Specialized Master of Business – Finance, and Master of Supply Chain Management. Consistent with national trends, these specialized degrees have seen overall growth in recent years, though not uniformly across programs.

Yet there is no general master's degree in business geared toward early-career students/professionals without business backgrounds (sometimes called "accelerator" programs) in Fisher's portfolio, this despite it being the area of business education that has seen the most growth in demand nationally.

The introduction of a two-semester Master in Management degree can not only fill a gap in Fisher's graduate program portfolio, but it can also provide complementary programming to Ohio State's wider portfolio of offerings by giving students an opportunity to supplement their undergraduate area of specialization with a generalized business education. Such an accelerator permits Ohio State undergraduates to seek a primary area of study outside of the Fisher College of Business – in the College of Arts & Sciences, College of Education and Human Ecology, Glenn College of Public Affairs, or others – while also building practical business skills to leverage in their lives and careers.

Independent research conducted by EAB to examine workforce needs for students with such degrees concluded that in Ohio, labor market trends and graduate ROI both represent large strengths for a Master in Management degree. By increasing the number of students with requisite business skills, a Master in Management can thus accelerate students' career positioning in a changing marketplace.



Source: EAB, *Market Pulsecheck for a Master's Level Management Program, 2026.*

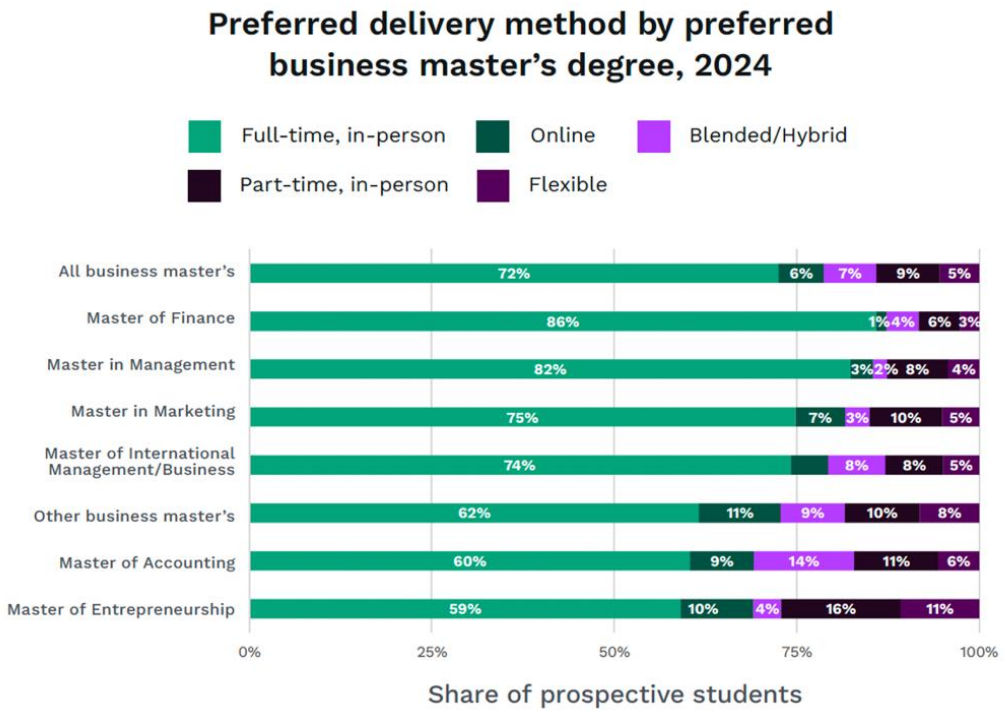
In addition to providing an accelerator option for students whose primary undergraduate focus is not in business disciplines, a Master in Management is a program that can leverage existing capacity within Fisher by combining a collection of MBA core curriculum offerings with a modest extension of elective and experiential offerings. This approach prevents excessive strain on limited faculty resources and also maximizes flexibility for students considering expanding their education to an MBA. The curriculum as designed also permits the possibility that Fisher can introduce an option for students completing the Master in Management who later develop work experience to earn an "accelerated MBA" (say through coursework offered online through our Working Professional MBA program) with fewer credits than a traditional MBA (say 30 additional credits rather than 48 as is required in the Working Professional MBA program). The introduction of such a "stackable" degree offering provided in the future can provide flexibility to students and promote lifelong learning and workforce development as their careers progress.

The Master in Management degree at the Fisher College of Business will be a tagged 33-credit hour degree that is provided to students whose undergraduate studies do not overlap with typical business curricula. The purpose of the degree is to provide students the foundations of

business and an opportunity to explore how business principles can be leveraged in their careers of choice. The curriculum is intended to provide the bulk of the MBA core curriculum to ensure broad coverage of business principles at an accelerated pace yet with sufficient depth and rigor to be comparable with the baseline coursework of our other specialized master's degree offerings. Due to the audience having a different profile from traditional MBA students, the core course sections will be separate from the full-time MBA program sections and tailored to the needs of the Master in Management student population while still ensuring consistent coverage of key business concepts.

Besides providing a comparable base of business knowledge as our other master's degrees in business, this focus is also consistent with peer universities' Master in Management (or related) programs which offer a slate of MBA core courses as part of their primary instruction (see, e.g., the Master or Science in Management degree at Carnegie Mellon University)

Consistent with demands of students seeking a degree direct from undergraduate, the program will be offered in a full-time in-person format. While some areas of graduate business education have seen a shift towards online programming demand, one-year Master in Management degrees have seen robust demand for in-person delivery.



Source: Graduate Management Admission Council, *Who wants a business master's degree*, 2025

The Master in Management timeline is one designed so that students complete it in two consecutive semesters, typically directly after completing their undergraduate degree: students matriculate in the Master in Management program in the autumn semester and complete the program in a spring semester graduation. Students will apply for the program in the winter/spring prior to matriculation (which is typically their final year of undergraduate studies).

The program does not require pre-requisite business coursework for consideration of admission, but an intensive orientation will be provided prior to the start of the autumn semester that is aimed at providing introductory content to students without previous coursework in accounting, finance, and/or statistics. We will offer some online materials the summer prior to matriculation to help develop a comfort level with these topics. A similar approach is currently used in the Full-Time MBA program. Further, the week-long orientation will include content specifically designed to help prepare students for the coursework that begins in the Autum semester.

4. Curricular Information

A. Proposed Curriculum

The 33 credit-hour curriculum is designed as an intensive two-semester immersion in general business education, with an emphasis on building core business skills, career planning and development, and providing students a leg up in the evolving business world through team-based and experiential learning opportunities.

To ensure all students graduate with a minimum level of competency across a breadth of business disciplines, the curriculum is necessarily concentrated on required coursework. In particular, 27 of the 33 credits are met through eleven required core courses:

- MBA XXXX – Personal Discovery and Career Management (1.5 credit hours)
- MBA 6281 – Professional Development (1.5 credit hours)
- MBA 6211 – Accounting for Decision Making (3 credit hours)
- MBA 6223 – Finance (3 credit hours)
- MBA 6233 – Operations Management (3 credit hours)
- MBA 6273 – Data Analysis for Managers (3 credit hours)
- MBA 6253 – Marketing (3 credit hours)
- MBA 6293 – Strategy Formulation & Implementation (3 credit hours)
- MBA 6243 – Managerial Economics (3 credit hours)
- MBA 6201 – Organizational Behavior (1.5 credit hours)
- MBA 6202 – Leadership (1.5 credit hours)

To complete the Master in Management, students must also select six total credit hours of elective coursework from a slate of approved elective courses. At least three of these credits must be chosen from a set of approved experiential learning offerings. These elective offerings will be chosen among existing courses provided to master's level students at the Fisher College of Business (for which the Master in Management courses meet the needed pre-requisites) as well as select coursework offered by other colleges throughout the university. The Fisher College of

Business will work closely with colleges to ensure the selected courses support student goals in a way that is mutually beneficial for both the colleges and Fisher. The slate of approved courses will evolve over time as market and student demands change.

B. Curriculum Map and Sequence

To permit sufficient introductory material, minimize impact on faculty capacity, and maximize the impact of experiential and elective coursework, the required core curriculum is largely front-loaded and timed to line up with the course offering schedules of faculty teaching in the Full-Time MBA program.

In particular, the Autumn semester consists entirely of required courses. Depending on the timelines for the full-time MBA program, these courses may be offered in term or semester-long formats. Regardless of the timing, the set of Autumn Semester classes will be taken in cohort sections dedicated to incoming Master in Management students. To permit flexibility, the split of specific core offerings between autumn and spring can be adjusted as needs evolve. The following presents a sample slate of autumn semester Master in Management courses:

Autumn Semester
MBA XXXX – Personal Discovery and Career Management (1.5)
MBA 6281 – Professional Development (1.5)
MBA 6211 – Accounting for Decision Making (3)
MBA 6223 – Finance (3)
MBA 6233 – Operations Management (3)
MBA 6243 Managerial Economics (3)
MBA 6253 – Marketing (3)

In the Spring semester, Master in Management students complete the remaining required core classes also in cohort sections. They also complete their 6 elective credit hours. For elective credits, they will be joining course sections that are offered to students in other programs, both within Fisher and across the university. Given the added capacity in many of the graduate elective classes in Fisher, the Master in Management students should complement the course offerings and cross-student collaborations with these programs.

Some elective courses arise in term format, while others may cover the full semester. At least 3 of the elective credits must come from experiential learning courses, though a student could opt for all six credits to be experiential in nature. Advisors in the Fisher College Graduate Programs Office (GPO), along with career advisors in the Fisher College Office of Career Management (OCM) will help guide students in selecting electives that meet graduation requirements and support their job search and career goals. Below is a sample slate of courses in the Spring Semester for a Master in Management student.

Spring Semester
MBA 6201 Organizational Behavior (1.5)
MBA 6202 Leadership (1.5)
MBA 6273 – Data Analysis for Managers (3)
MBA 6293 Strategy Formulation & Implementation (3)
Experiential Learning Credits (3) [from approved list]
Elective Credits (3) [from approved list]

The full curriculum largely relies on existing catalog offerings, though a new course aimed at setting career goals will be developed in collaboration between the Fisher Office of Career Management (OCM) and faculty in the Management and Human Resources (BUSMHR) department. This course can build upon similar offerings provided to students seeking a BSBA degree, though it will be tailored to students from non-business backgrounds with an eye on both short-term and long-term career goals and expectations.

The experiential learning offerings will necessarily evolve over time based on the changing business landscape and student population. Existing course catalog listings that could satisfy this requirement include: MBA 6295 – Social Impact; ACCTMIS 7690 – Washington Campus; BUSMHR 7234 – Developing Leaders and Coaches Through Practical Exercises; BUSMHR 7238 – Leadership Effectiveness Through Applied Projects and Team Coaching; and BUSMHR 7525 – Global Innovation and Entrepreneurial Leadership. Additional experiential learning courses will also be developed as the program is built up, but existing project-based

courses that span our existing master's level programming are sufficient to meet minimum course offering needs for the first cohort of students.

Students seeking a STEM-designated degree can opt for coursework such that at least 50% of their credit hours are in STEM-focused courses. Among the required classes, the following constitute STEM classes:

- MBA 6211 – Accounting for Decision Making (3 credit hours)
- MBA 6223 – Finance (3 credit hours)
- MBA 6233 – Operations Management (3 credit hours)
- MBA 6273 – Data Analysis for Managers (3 credit hours)

Thus, a STEM-designation requires the elective coursework entails 4.5 (of the 6.0 total) credit hours in STEM-focused courses. A non-exhaustive list of such courses currently offered in the Fisher College of Business graduate catalog includes:

- BUSFIN 7200 – Financial Software Applications (3.0 credit hours)
- BUSFIN 7221 – Financial Modeling (3.0 credit hours)
- BUSFIN 7234 – FinTech (1.5 credit hours)
- BUSML 7201 – Marketing Research and Analytics (3.0 credit hours)
- BUSML 7230 – Customer Analytics (1.5 credit hours)
- BUSML 7380 – Strategic Logistics Management (1.5 credit hours)
- BUSML 7382 – Logistics Analytics (1.5 credit hours)
- BUSOBA 7204 – Operations of Digital Platforms (1.5 credit hours)
- BUSOBA 7232 – Supply Chain Analytics (1.5 credit hours)
- BUSOBA 7246 – Prompt Engineering (1.5 credit hours)
- BUSOBA 7247 – AI and Machine Learning for Business (3.0 credit hours)
- BUSOBA 7257 – Data Analysis and Visualization (3.0 credit hours)
- BUSOBA 7258 – Sports Analytics for Business (3.0 credit hours)

C. Learning Goals and Assessment

Students who complete the Master in Management will have an understanding of business from a variety of functional areas and supplement these core skills with hands-on experience centered on their own areas of interest. In particular, all graduates will be able to:

1. Understand their own career goals, personal strengths and weaknesses, effective networking techniques, job search best practices, and core aspects of professionalism.
2. Understand the purpose and content of financial statements, apply fundamental concepts of financial analysis, and conduct product, project and company valuations using core concepts of finance.
3. Understand how markets work, essential elements of market competition, and strategic advantage. This includes applying fundamental concepts in marketing such as branding and key concepts in operations such as building effective systems by which goods and services flow to end users.
4. Employ fundamental data analysis tools routinely used in modern business organizations.
5. Understand and utilize evidence-based techniques by which leaders can negotiate, think creatively, present ideas, run meetings, manage interpersonal conflict, and cultivate changes in others' behavior.
6. Integrate knowledge of the various functional areas of business in order to develop effective decision-making that promotes successful and intentional growth.

As part of its ongoing accreditation efforts that comport with standards set by The Association to Advance Collegiate Schools of Business (AACSB), The Fisher College of Business will continuously assess student learning in Master in Management courses and the overall program. Mapping of curriculum to learning goals ensures that the robust and ongoing assurance of learning review process embedded in each Fisher program can promote ongoing innovation and improvement towards learning goals in the Master in Management program.

The following curriculum map shows the relationships between the program's courses and learning goals, and forms the basis for the Master in Management program to be integrated into Fisher College's existing structure of Assurance of Learning.

	Learning Goal					
	#1	#2	#3	#4	#5	#6
MBA XXXX – Personal Discovery and Career Management (1.5)	I					
MBA 6281 – Professional Development (1.5)	II					
MBA 6211 – Accounting for Decision Making (3)		II				
MBA 6223 – Finance (3)		II				
MBA 6233 – Operations Management (3)			I			
MBA 6243 – Managerial Economics (3)			I			
MBA 6253 – Marketing (3)			I			
MBA 6201 – Organizational Behavior (1.5)					I	
MBA 6202 – Leadership (1.5)					II	
MBA 6273 – Data Analysis for Managers (3)				II		
MBA 6293 – Strategy Formulation & Implementation (3)			II		II	I
Experiential Learning Credits (3)						II
Elective Credits (3)		III	III	III	III	III
I: Taught and Assessed at Introductory Level						
II: Taught and Assessed at Intermediate Level						
III: Taught at Advanced Level						

While the curriculum is designed to ensure all students obtain at least an intermediate level of competency in all core learning goals across business disciplines, they also have an opportunity to build advanced skills in an area of their choice through electives. In order to achieve this outcome in the 33 credit hours allotted, the program presumes an introductory knowledge in the areas of accounting, finance, and statistics prior to matriculation. For students entering the program without this introductory knowledge, supplementary online material will be provided prior to matriculation, orientation will provide introductory material ensuring all students have a baseline level of knowledge, and a tutoring program will be established to help students struggling with courses that tend to be onerous for students without a business background.

5. Program Implementation

A. Admissions and Prospective Enrollment

The process for determining admission to the program will follow current processes of the Fisher College graduate programs. Key criteria for admissions include sufficient progress

towards completion of an undergraduate degree, undergraduate GPA and rigor of the underlying course of study, demonstrated leadership capability, and demonstrated sufficiency with English for international applicants. In addition to these criteria, students will be admitted through a competitive selection process that includes strength of undergraduate preparation and personal essays or video interviews as needed. Staff in the Graduate Programs Office at Fisher will be responsible for establishing appropriate admissions standards and rubrics and ensuring adherence to these processes.

Because the Master in Management program is targeted to students typically coming direct from completion of their undergraduate education, a primary source of recruiting is current students within The Ohio State University. We are partnering with other colleges within the university (including the College of Arts & Sciences, The College of Education and Human Ecology, and the Glenn College of Public Affairs) to recruit students from these undergraduate majors. In fact, one key impetus behind this program is to increase collaboration between Fisher and other colleges across campus to better serve our students who seek business exposure but desire the opportunity to major in a different field of study as their undergraduate focus. Another area of opportunity to support student needs is in offering the two-semester degree option to student athletes with an additional year of eligibility. We have designed this program to be particularly attractive to students in this circumstance – the two-semester duration, the lack of pre-requisite course requirements, and the general business emphasis are all appealing to student athletes with one year of eligibility remaining. Finally, we intend to partner with other universities within the state (particularly the Five Colleges of Ohio consortium schools and our fellow public universities) to offer this as an option for undergraduates nearing graduation at their institutions.

Given the large base of undergraduate students in the state of Ohio, the absence of a comparable program within the Fisher portfolio, and the growing demand for such Master in Management programs centered on recent college graduates, we are confident that we can meet enrollment goals. The baseline enrollment projections entail 30 matriculating students in the first

year, followed by 50 in the second year, and 65 in the third and subsequent years. Given the population to be reached and the experience of other universities that have launched similar programs, this is likely a conservative estimate. In fact, in surveying the entire population of Master in Management programs , we found an average class size over 60. Restricting attention to peer and aspirant schools who offer a similar degree format (one-year, general management, in-person, and full time) yields a set of ten comparable schools summarized below:

School	Program Name	Class size
Duke (Fuqua)	Master of Management Studies: Foundations of Business	257
Emory (Goizueta)	Master in Management	29
Georgetown (McDonough)	Master of Science in Management	68
Illinois (Gies)	Master of Science in Management	90
Michigan (Ross)	Master of Management	121
Notre Dame (Mendoza)	MS in Management	72
Texas A&M (Mays)	Master's in Business	69
Virginia (McIntire)	Master of Science in Commerce	130
Cornell (Johnson)	Master of Professional Studies in Management	30
Northwestern (Kellogg)	Master in Management	69
	Median Class Size	**71**

The enrollment targets for the Ohio State Master in Management fall below the median class size and well below the average class size of this comparison group. Given our university's relatively larger undergraduate student population, a more ambitious goal may be warranted, one that entails an ongoing class size of 80 (or larger). A steady-state class size of 55 represents the low end of enrollment projections.

B. Administration, Facility, and Faculty Requirements

Responsibility for administration and implementation of the Master in Management program on a daily basis – including recruiting, outreach, admissions, financial aid, advising and

ongoing student correspondence – will reside in the Fisher College of Business and its Graduate Programs Office (GPO) under supervision of the Associate Dean for Graduate Programs and the Dean. It is expected that much of the added workload of the program can be absorbed in current staffing levels due to the limited advising burden the program entails and the ability to leverage economies of scale in student recruitment and retention efforts across graduate programs. We estimate that additional outreach, recruiting, and admissions work introduced by the Master in Management program will entail one net FTE staff position in the GPO. However, as the program develops, we will conduct continuous assessment of staffing needs to determine if additional capacity in the GPO is warranted.

The program's curriculum management, student-faculty advising, and strategic oversight will be conducted by an academic director who works closely with the Associate Dean for Graduate Programs, the Dean, and the college's Graduate Programs Office.

Student job placement will be planned and overseen by the college's Office of Career Management (OCM). Given the different experience and specialization composition of the students in the Master in Management program (relative to the BSBA students and other graduate level students at Fisher), it is expected that OCM will add one full-time staff member dedicated to providing guidance to Master in Management students as well as planning and supporting the career exploration aspects of the Master in Management curriculum.

Other instruction in the program will be conducted by faculty typically engaged in MBA instruction. Required core classes will typically be staffed by adding a section geared toward Master in Management students. While this does constitute additional course sections, projected faculty growth and the ability to leverage existing faculty expertise in the core courses should ensure that the impact on faculty staffing is modest. Elective and experiential offerings will be fulfilled with additional seating capacity already in place in many in-person graduate-level business elective offerings. Any new elective courses added will be done in conjunction with the entire portfolio of programs offered in the Fisher College. Ultimate selection of instructors resides with the respective department chair of each academic unit in the college.

C. Financial Impact

In coordination with the Fisher College of Business Executive Director of Finance and Administration and lead Financial Analyst, the college developed a pricing structure and enrollment plan that provides pricing that is competitive with peer institutions and ensures avenues to fiscal solvency. The program is anticipated to have a per-semester instructional fee of $15,750 with a non-resident surcharge of $13,000. This pricing aligns with that of peer institutions. In our benchmarking, the 10 peer programs (as identified above) offered a median (mean) per-semester non-resident tuition of $30,328 ($29,985) as compared to the $28,750 per semester for non-residents for the Fisher Master in Management. In addition, to support enrollments at the program's start, we have budgeted allocation of merit-based scholarship funds that amount to an average of $5,000 per student for the first three years and $2,000 per student thereafter. Besides providing an avenue to boost program interest and attract highly-qualified candidates, this also represents a discretionary expense that can be reduced if needed to meet financial projections. In line with other Fisher College of Business Master-level programs, the one-week intensive orientation prior to courses will not have an additional fee for students.

The following presents the projected five-year fiscal impact of the Master in Management program under the baseline enrollment scenario.

Program Revenue Information	YR 1	YR 2	YR 3	YR 4	YR 5 Steady State
# of new students	30	50	65	65	65
Program Revenue Calculation					
Base instructional fee revenue	$410,228	$704,225	$942,958	$971,247	$1,000,384
Subsidy revenue		$278,854	$371,806	$534,471	$604,184
Nonresident surcharge revenue	$234,000	$390,000	$507,000	$507,000	$507,000
Differential instructional fee revenue	$534,772	$870,775	$1,104,542	$1,076,253	$1,047,116
Technology fees revenue	$15,660	$26,100	$33,930	$33,930	$33,930
Projected Revenue	**$1,194,660**	**$2,269,954**	**$2,960,236**	**$3,122,901**	**$3,192,614**
Program Cost Calculation					
Support units tax (24%)	$154,615	$329,539	$437,223	$483,052	$506,776
University SSA		$764,942	$1,019,923	$1,466,140	$1,657,375
Program Director	$50,106	$51,609	$53,157	$54,752	$56,395
Cost of various offices	$452,000	$452,000	$452,000	$452,000	$452,000
2 FTE non-tenure track faculty	$312,240	$321,607	$331,255	$341,193	$351,429
Student Aid	$150,000	$250,000	$325,000	$130,000	$130,000
Projected Cost	**$1,118,961**	**$2,169,698**	**$2,618,559**	**$2,927,137**	**$3,153,975**
Projected Revenue less Cost	**$75,699**	**$100,256**	**$341,677**	**$195,764**	**$38,639**

Given this projection, year 5 also represents a steady-state fiscal impact on the Fisher College presuming enrollments and costs too stay steady subsequent to year 5. To prepare for potential financial contingencies, we have also projected fiscal impact under low enrollment and high enrollment scenarios, as summarized below.

Program Revenue Information	YR 1	YR 2	YR 3	YR 4	YR 5 Steady State
# of new students	25	40	55	55	55
Program Revenue Calculation					
Base instructional fee revenue	$341,857	$563,380	$797,887	$821,824	$846,479
Subsidy revenue		$232,379	$302,092	$441,519	$511,233
Nonresident surcharge revenue	$195,000	$312,000	$429,000	$429,000	$429,000
Differential instructional fee revenue	$445,643	$696,620	$934,613	$910,676	$886,021
Technology fees revenue	$13,050	$20,880	$28,710	$28,710	$28,710
Projected Revenue	**$995,550**	**$1,825,259**	**$2,492,302**	**$2,631,729**	**$2,701,443**
Program Cost Calculation					
Support units tax (24%)	$128,846	$265,862	$366,955	$406,162	$428,811
University SSA		$637,452	$828,688	$1,211,159	$1,402,394
Program Director	$50,106	$51,609	$53,157	$54,752	$56,395
Cost of various offices	$452,000	$452,000	$452,000	$452,000	$452,000
2 FTE non-tenure track faculty	$312,240	$321,607	$331,255	$341,193	$351,429
Student Aid	$125,000	$200,000	$275,000	$110,000	$110,000
Projected Cost	**$1,068,192**	**$1,928,530**	**$2,307,055**	**$2,575,266**	**$2,801,029**
Projected Revenue less Cost	**($72,642)**	**($103,272)**	**$185,247**	**$56,463**	**($99,586)**

Low Enrollment Scenario

Program Revenue Information	YR 1	YR 2	YR 3	YR 4	YR 5 Steady State
# of new students	40	60	80	80	80
Program Revenue Calculation					
Base instructional fee revenue	$546,971	$845,071	$1,160,563	$1,195,380	$1,231,242
Subsidy revenue		$371,806	$464,757	$650,660	$743,611
Nonresident surcharge revenue	$312,000	$468,000	$624,000	$624,000	$624,000
Differential instructional fee revenue	$713,029	$1,044,929	$1,359,437	$1,324,620	$1,288,758
Technology fees revenue	$20,880	$31,320	$41,760	$41,760	$41,760
Projected Revenue	**$1,592,880**	**$2,761,126**	**$3,650,517**	**$3,836,420**	**$3,929,371**
Program Cost Calculation					
Support units tax (24%)	$206,153	$404,370	$539,837	$592,810	$623,725
University SSA		$1,019,923	$1,274,904	$1,784,866	$2,039,846
Program Director	$50,106	$51,609	$53,157	$54,752	$56,395
Cost of various offices	$452,000	$452,000	$452,000	$452,000	$452,000
2 FTE non-tenure track faculty	$312,240	$321,607	$331,255	$341,193	$351,429
Student Aid	$200,000	$300,000	$400,000	$160,000	$160,000
Projected Cost	**$1,220,499**	**$2,549,510**	**$3,051,154**	**$3,385,620**	**$3,683,395**
Projected Revenue less Cost	**$372,381**	**$211,616**	**$599,363**	**$450,800**	**$245,977**

High Enrollment Scenario

Though the objective of offering the Master in Management is to fill a gap in student needs and better complement the portfolio of undergraduate offerings of other colleges within the university, the financial projections provide a degree of comfort that the program will be financially viable and thereby further support the university's mission in a time of increasing

fiscal pressures in higher education. Even in the low enrollment scenario, the aggregate financial performance is positive at the end of the fourth year, providing substantial time to make adjustments to the program to ensure negative financial impacts do not arise.

APPENDIX A: CCGS PROPOSAL TEMPLATE RESPONSES

Master in Management (MiM)
Mode of Delivery: On-Campus

The Ohio State University
Fisher College of Business

BASIC CHARACTERISTICS OF THE EDUCATIONAL PROGRAM

1. **Brief description of the disciplinary purpose and significance of proposed degree**
   The purpose of the degree is to provide students the foundations of business and an opportunity to explore how business principles can be leveraged in their careers of choice. In other words, the degree is aimed at providing students whose undergraduate specializations reside outside of business a set of core business skills that can prepare them for careers as leaders in an evolving marketplace. Though undergraduates have the opportunity to take courses toward a minor in business or related fields, the 12-18 hours typically embedded in these minors is insufficient to develop skills across all business disciplines. To this end, the Master in Management (MiM) serves as a middle point between a business minor and a two-year Master in Business Administration (MBA) that can launch an entry level career with business skills without the requisite work experience of a typical MBA. In this sense, the MiM provides a complementary one-year Masters-level education to undergraduate students at colleges across Ohio State and universities throughout Ohio that are not pursuing business-specific undergraduate degrees The curriculum is intended to provide the bulk of the Master in Business Administration (MBA) core curriculum to ensure broad coverage of business principles at an accelerated pace yet with sufficient depth and rigor to be comparable with the baseline coursework of our other specialized master's degree offerings. A full description of the rationale, purpose, curriculum map, learning goals and assessments, admissions and administration and resource utilization and financial impact is provided in the full curriculum proposal approved by the Fisher College of Business.

2. **Definition of the focus of the program.**
   The 33 credit-hour curriculum is designed as an intensive two-semester immersion in general business education, with an emphasis on building core business skills, career planning and development, and providing students a leg up in the evolving business world through team-based and experiential learning opportunities. As a business "accelerator" program, the Master in Management (MiM) focuses on broad coverage of business fundamentals which comprise about 80% of the curriculum. The remaining curriculum offerings are intended to (i) permit students to integrate business fundamentals with their preferred career pathway; and (ii) engage in experiential learning opportunities to build experience that prepare them for career success.

3. **Rationale for degree name.**
   The Master in Management (MiM) degree name reflects the broad-based management education

that students receive (as opposed to the Specialized Master in Business degree programs also offered at Fisher) while ensuring the degree is distinct from the two-year Master in Business Administration (MBA) degree. This name is also consistent with peer schools' nomenclature.

4. **Duration of the program.**
   The program is restricted to full-time residential students and consists of 33 credit hours spread over two semesters (Autumn and Spring). 27 of the 33 credit hours are required core courses, with the remaining 6 credit hours being comprised of elective offerings. In addition, at least 3 of the elective credit hours must come from a set of experiential courses. Finally, the program is designed so that students can secure at least 11.5 of the 33 credit hours through STEM courses, permitting a STEM-designation option.

5. **Admission timing.**
   The program admits one cohort per year (starting in Autumn semester each year). The application and admission timeline will follow the standard procedures of the Fisher College of Business Graduate Programs Office. This entails applications opening in the Autumn semester of the year prior to matriculation with rolling admissions decisions and applications closing in July prior to Autumn program start.

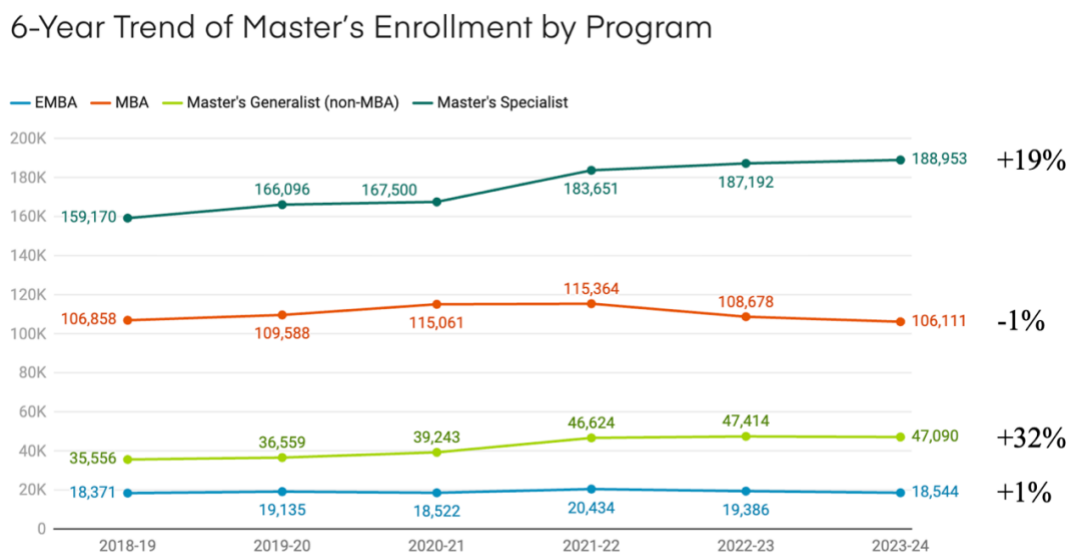
6. **Primary target audience for the program and admission requirements.**
   The Master in Management program is targeted to students typically coming direct from completion of their undergraduate education for whom their undergraduate specialization was not business. As such, students do not need to meet particular business prerequisites to be considered for admission. We are partnering with other colleges within The Ohio State University (including the College of Arts & Sciences, The College of Education and Human Ecology, and the Glenn College of Public Affairs) to recruit students from these undergraduate majors. Another area of opportunity to support student needs is in offering the two-semester degree option to student athletes with an additional year of eligibility. We have designed this program to be particularly attractive to students in this circumstance – the two-semester duration, the lack of pre-requisite course requirements, and the general business emphasis are all appealing to student athletes with one year of eligibility remaining. Finally, we will expand our partnerships with other universities within the state (e.g., Ohio Wesleyan University, Denison University, and University of Wooster) to offer this as an option for undergraduates nearing graduation at their institutions.

INSTITUTIONAL PLANNING FOR THE PROGRAM

1. **What are the physical facilities, equipment and staff needed to support the program?**
   By engaging additional, dedicated sections of existing course offerings, the Master in Management primarily requires additional course sections to be offered in our existing facilities and equipment infrastructure. The proposal envisions 14 additional semester-length course sections over the year-long offering. Though it is able to leverage scale economies from many of our existing graduate program offerings, we nonetheless project one additional staff FTE position in the graduate programs office and another staff FTE position in the office of career management.

2. **What is the evidence that a market for the new program(s) exists? How has estimated program demand been factored into realistic enrollment projections? How has this evidence been used in planning and budgeting processes to develop a quality program that can be sustained?**
The market demand assessment entails four components: (i) a review of overall graduate business enrollment trends; (ii) assessment of peer institutions and their demand for MiM programming; (iii) a review of high demand jobs in Ohio; and (iv) an independent assessment of market demand by EAB.

(i) overall graduate business enrollment trends: since 2018, graduate business education has seen a steady movement toward generalist non-MBA degrees (i.e., MiM equivalents) outpacing growth in all other areas. Though Fisher College of business has degree offerings in all other categories, it does not offer a degree in this highest-growth degree area.



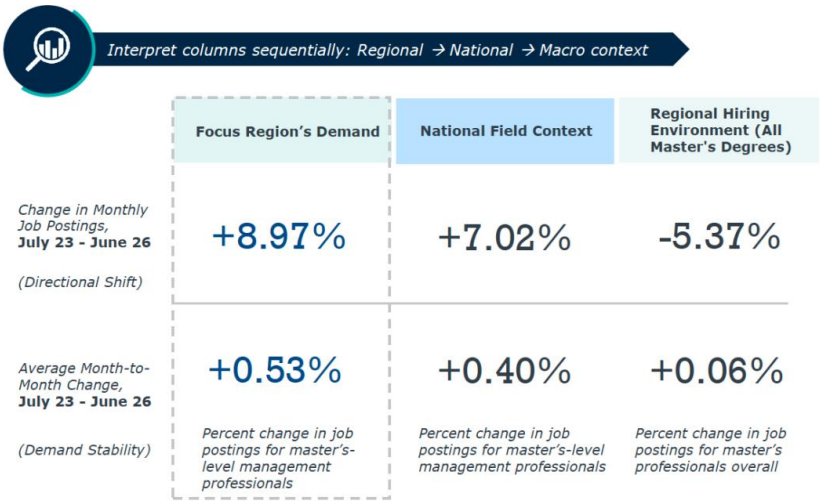
Source: AACSB, *Master's Enrollment Trends at AACSB Schools: A Shifting Landscape*, 2025

(ii) Several peer institutions have programs akin to MiM degrees and have seen notable student demand. The median program among our peer benchmarking institutions had 71 enrolled students per year (with the mean being larger). A program of this size would exceed the size of many of our existing programs and is above our steady-state projection of 65 students per year.

School	Program Name	Class size
Duke (Fuqua)	Master of Management Studies: Foundations of Business	257
Emory (Goizueta)	Master in Management	29
Georgetown (McDonough)	Master of Science in Management	68
Illinois (Gies)	Master of Science in Management	90
Michigan (Ross)	Master of Management	121
Notre Dame (Mendoza)	MS in Management	72
Texas A&M (Mays)	Master's in Business	69
Virginia (McIntire)	Master of Science in Commerce	130
Cornell (Johnson)	Master of Professional Studies in Management	30
Northwestern (Kellogg)	Master in Management	69
	Median Class Size	**71**

(iii) A review of Ohio's Top Jobs listings (https://topjobs.ohio.gov/top-jobs-list) reveals that 45 top jobs with projected growth from the Ohio Governor's Office of Workforce Transformation fall under Business and Financial Operations, Management or Sales. A Master in Management can prepare students for jobs in these growing areas even without their securing an undergraduate degree in business. As such, the MiM presents an opportunity for an educated workforce to pivot and transfer their knowledge and skills into areas of growing demand.

*(iv) We solicited an independent report by EAB of employer demand for an MiM degree in Ohio. The EAB report largely confirmed our own research that pushed us to seeking a degree option for non-business majors. In terms of student demand, EAB noted that demand for traditional master's degrees in business entailed a steep decline in student demand regionally. This suggests that if one wants to expand business offerings, it should be to non-traditional business students. The employer demand for such students was confirmed, with EAB classifying labor demand trends, future labor market outlook, and graduate ROI all as **Encouraging** for a new degree offering of this sort. In particular, both in terms of trends and stability, the regional market demand for students with master's degrees in business is notably higher than that for other degrees, and this demand is higher in the region than it is nationally.*



Source: EAB, *Market Pulsecheck for a Master's Level Management Program, 2026.*

STATEWIDE ALTERNATIVES

1. **What programs are available in other institutions and how do they differ from the program being proposed?**
   A review of graduate management programs in Ohio indicates that only two programs are directly comparable to the proposed Master in Management (MiM): Ohio University's Online Master of Science in Management and Mount Vernon Nazarene University's Online Master of Science in Management. Both programs are delivered fully online, primarily serve working professionals, and are designed for part-time study. Ohio University's program is AACSB-accredited but is not STEM-designated and is not specifically designed for recent graduates entering the workforce. Mount Vernon Nazarene's program is neither AACSB-accredited nor STEM-designated and does not offer a pathway into future graduate business degrees. In contrast, The Ohio State University's proposed MiM is an AACSB-accredited, STEM-designated, in-person program specifically designed for recent graduates and early-career professionals. Its cohort-based format, focus on career readiness, and stackable pathway into a future MBA create a unique offering within Ohio's graduate business education landscape.

2. **Address appropriateness of specific locale for the new program.**
   The proposed MiM fills a significant gap in Ohio's graduate education landscape. No AACSB-accredited, STEM-designated, in-person Master in Management program currently exists in the state for recent graduates seeking foundational business and leadership training. Located in Columbus, one of the Midwest's fastest-growing business centers, Ohio State is uniquely positioned to serve employers across industries while providing opportunities for a large population of non-business undergraduate students. The program will equip graduates from disciplines such as engineering, sciences, agriculture, public affairs, and the humanities with business skills in finance, marketing, analytics, operations, and leadership, enhancing workforce readiness and supporting regional economic development.

3. **Address opportunities for inter-institutional collaboration.**
   The proposed MiM creates opportunities for collaboration through Ohio State's existing partnerships with institutions such as Ohio Wesleyan University. Denison University, and Wooster College, with a desire to expand partnerships to other undergraduate institutions in the state to provide pathways into business for non-business undergraduates. These relationships support streamlined pathways into graduate business education through advising, outreach, admissions support, and professional development. Because the MiM is designed for recent graduates from non-business disciplines, it provides a natural next step for students seeking business competencies that complement their undergraduate education. These partnerships expand educational opportunities, strengthen Ohio's higher education ecosystem, and help meet workforce needs across the state and region.

GROWTH OF THE PROGRAM

The program has been designed to primarily leverage existing infrastructure within the graduate program offerings of the Fisher College of Business. In particular, most courses are additional sections of existing offerings (in the case of the required core curriculum) or additional capacity in existing sections (in the case of most elective options). As a result, the program is expected to need only two additional staff FTEs and 14 incremental course sections of faculty capacity as it approaches five year steady state.

Our projections entail an initial class of 30 students (with a lower estimate of 25 and higher estimate of 40), building to a steady state of 65 students in year 3 (with a lower estimate of 55 and an upper estimate of 80). Under these projections, the program reaches "break-even" financial sustainability in year 2 (year 3 under the lower enrollment estimate and year 1 under the higher enrollment estimate). The full proposal presents the breakdown of financial projections under each enrollment scenario. Appendix C presents the fiscal impact statement.

CURRICULUM AND INSTRUCTIONAL DESIGN

1. **Curricular content.**
   The curriculum sequence is summarized below

Autumn Semester
MBA XXXX – Personal Discovery and Career Management (1.5)
MBA 6281 – Professional Development (1.5)
MBA 6211 – Accounting for Decision Making (3)
MBA 6223 – Finance (3)
MBA 6233 – Operations Management (3)
MBA 6243 Managerial Economics (3)
MBA 6253 – Marketing (3)

Note that the first semester consists entirely of required coursework, with only one course constituting a new offering (denoted MBA XXXX). The course offerings are intentionally tied to the MBA curriculum to permit students flexibility in transferring credits into an MBA program.

However, the sections offered will be tailored specifically to the MiM students and their unique background knowledge to ensure the learning goals are achieved.

The spring semester course offerings are listed below. The Spring semester is a mix of completing required core classes and students' choosing among flexible elective options (some of which are 1.5 credit hours each and some of which are 3.0 credit hours each)

Spring Semester
MBA 6201 Organizational Behavior (1.5)
MBA 6202 Leadership (1.5)
MBA 6273 – Data Analysis for Managers (3)
MBA 6293 Strategy Formulation & Implementation (3)
Experiential Learning Credits (3) [from approved list]
Elective Credits (3) [from approved list]

While additional elective courses will be introduced that meet particular interests and needs of MiM students, there are already offerings in the existing course portfolio that can help student achieve the required elective credits. The advising sheets in Appendix B present the a sampling of current elective courses in which MiM students would be eligible to enroll given their prerequisite course completion in Autumn semester.

2. **What are the requirements students must fulfill to complete the program successfully?**
   In addition to completing the 27 credit hours of required courses (see above), students much complete an additional 6 credit hours among approved elective offerings. At least 3 of the 6 elective credit hours must be obtained through experiential learning offerings. See Appendix B for advising sheets with an incomplete listing of such offerings.

3. **Description of a required culminating, or integrated learning, experience.**
   The elective and experiential learning credits are intentionally deferred to the last semester to permit students to use these as a means of integrating what they have learned in the core curriculum into their primary area of interest. To this end, the experiential learning credits, in particular, are intended to provide a hands-on capstone culmination of the students' programs.

INSTITUTIONAL STAFFING, FACULTY, AND STUDENT SUPPORT

1. **Faculty.**
   The program will make use of a mix of tenure-track and non tenure-track faculty in accordance with Fisher College of Business policies and The Association to Advance Collegiate Schools of Business (AACSB) standards. This mix is intended to give students exposure to both theory and practice and opportunities to bring them together in ways that will enhance the start of their careers and build lifelong learning practices that will support them throughout their careers. The program is anticipated to require an additional 14 semester-long sections of courses (equivalent to 2 FTEs of non tenure-track faculty teaching workloads).

2. **Administration and Support.**

The Master in Management program will be administered by the Fisher College of Business at The Ohio State University. Responsibility for administration and implementation of the Master in Management program on a daily basis – including recruiting, outreach, admissions, financial aid, advising and ongoing student correspondence – will reside in the Fisher College of Business and its Graduate Programs Office (GPO) under supervision of the Associate Dean for Graduate Programs and the Dean. It is expected that much of the added workload of the program can be absorbed in current staffing levels due to the limited advising burden the program entails and the ability to leverage economies of scale in student recruitment and retention efforts across graduate programs. The program's curriculum management, student-faculty advising, and strategic oversight will be conducted by an academic director who works closely with the Associate Dean for Graduate Programs, the Dean, and the college's Graduate Programs Office. Student job placement will be planned and overseen by the college's Office of Career Management (OCM).

ADDITIONAL INFORMATION PURSUANT TO THE PROGRAM AS AN ENTRY LEVEL GRADUATE DEGREE PROGRAM

1) ENTRY LEVEL GRADUATE DEGREE PROGRAMS

a) How is the program distinctly different, both conceptually and qualitatively, from the undergraduate degree programs in the same or related disciplines? If applicable, provide a detailed listing of the specific differences.

While undergraduate degree programs at Fisher College of Business center on specific business specializations, the Master in Management is intended to be a general business degree for students whose specializations reside outside of business disciplines. To this end, the Master in Management is better seen as an alternative to a minor in business at the undergraduate level. The Master in Management provides a more in-depth and advanced survey of business and management than a minor in business, covering 33 graduate-level credit hours (as opposed to the 15 credit hours which make up the minor). Further, the Master in Management provides a cohort and experiential focus coupled with professional development courses intended to help students leverage business knowledge for a career launch.

b) How does the program emphasize the theoretical basis of the discipline as expressed in the methods of inquiry and ways of knowing in the discipline?

The program centers on providing core understanding of each of the basic disciplines of business while supplementing that core knowledge with opportunities for hands-on and experiential application. It was designed to leverage the pedagogical and theoretical basis for the traditional Master of Business Administration curriculum while providing an avenue for students with different backgrounds to access this material. As such, it also provides an opportunity for a "bridge" to a Master of Business Administration as students' careers progress.

c) How does the program place emphasis on professional decision making and teach the use of critical analysis in problem solving?

The program provides introductory courses on career management and professional development that give students a strong basis for understanding how the academic material translates into professional decision making. Further, the requirements that students complete minimum credit hours in experiential learnings offerings provide them an opportunity to apply key concepts in courses to critical problem solving applications.

d) How is the program designed to educate students broadly so that they have an understanding of the major issues and concerns in the discipline or professional area?

The program is built on providing a broad understanding of key business disciplines. As such, the course sequences closely track the core course requirements of a Master of Business Administration. Besides ensuring broad knowledge of the key issues surrounding the professional area, this design also permits students to leverage the coursework to stack to a Master of Business Administration as their careers progress.

e) Does the program identify faculty resources appropriate for the research component of the program?

N/A. The program does not entail a separate "research" component but is instead an applied degree. As such, course offerings in experiential learning comprise a key component of the program. In addition to existing course offerings that satisfy this objective, the college plans to introduce new experiential learning electives geared specifically toward the Master in

Management student population. In line with this, the college has planned to add the needed incremental faculty capacity to meet the added course load demand.

f) Does the program curriculum offer what students need to know for competence at the expected level of professional expertise?

Yes, the curriculum leverages existing coursework that makes up the Master of Business Administration in order to ensure a minimum level of competence and professional expertise of the graduates. Since this program is an entry level program, such coursework is supplemented with courses designed to support students at early career stages.

g) What plans have been made to address standards and guidelines for professional accreditation, if applicable?

The program is offered by the Fisher College of Business which is a fully accredited college by the AACSB (Association to Advance Collegiate Schools of Business), and the course offerings and faculty assignments will be made in accordance with the AACSB accreditation standards and expectations.

APPENDIX B: ADVISING SHEETS

Fisher College of Business
Master in Management
Curriculum Advising Sheet

Overall requirements and curriculum structure

AU SEMESTER
Required Courses:
- MBA XXXX – Personal Discovery and Career Management (1.5 credit hours)
- MBA 6281 – Professional Development (1.5 credit hours)
- MBA 6211 – Accounting for Decision Making (3 credit hours)
- MBA 6223 – Finance (3 credit hours)
- MBA 6233 – Operations Management (3 credit hours)
- MBA 6243 – Managerial Economics (3 credit hours)
- MBA 6253 – Marketing (3 credit hours)

Elective Courses: None

SP SEMESTER
Required Courses:
- MBA 6273 – Data Analysis for Managers (3 credit hours)
- MBA 6293 – Strategy Formulation & Implementation (3 credit hours)
- MBA 6201 – Organizational Behavior (1.5 credit hours)
- MBA 6202 – Leadership (1.5 credit hours)

Elective Courses: 6 credit hours
- Choose at least 3 credit hours of Type I Electives (Experiential learning electives)
- Choose at most 3 credit hours of Type II Electives (Traditional elective course offerings)

Degree Completion Requirements
- Completion of 33 credit hours in accordance with curriculum advising sheet
- Minimum 3.0 GPA

Fisher College of Business
Master in Management
STEM Designation Option
Curriculum Advising Sheet

Overall requirements and curriculum structure

AU SEMESTER
Required Courses:
- MBA XXXX – Personal Discovery and Career Management (1.5 credit hours)
- MBA 6281 – Professional Development (1.5 credit hours)
- MBA 6211 – Accounting for Decision Making (3 credit hours)*****
- MBA 6223 – Finance (3 credit hours)*****
- MBA 6233 – Operations Management (3 credit hours)*****
- MBA 6243 – Managerial Economics (3 credit hours)
- MBA 6253 – Marketing (3 credit hours)

Elective Courses: None

SP SEMESTER
Required Courses:
- MBA 6273 – Data Analysis for Managers (3 credit hours)*****
- MBA 6293 – Strategy Formulation & Implementation (3 credit hours)
- MBA 6201 – Organizational Behavior (1.5 credit hours)
- MBA 6202 – Leadership (1.5 credit hours)

Elective Courses: 6 credit hours
- Choose at least 3 credit hours of Type I Electives (Experiential learning electives)
- Choose at most 3 credit hours of Type II Electives (Traditional elective course offerings)
- At least 4.5 credit hours among electives must be STEM-Designated

Degree Completion Requirements
- Completion of 33 credit hours in accordance with curriculum advising sheet
- Minimum 3.0 GPA

***** Indicates STEM Designated Course

Master in Management Electives
Sampling of Current Fisher Course Offerings that Satisfy Elective Requirements

TYPE I ELECTIVES

- ACCTMIS 7690 – Washington Campus (1.5 credit hours) *****
- BUSMHR 7194.61 – Group Studies - Virtual Applied Projects (1.5 credit hours)
- BUSMHR 7234 – Developing Leaders and Coaches Through Practical Exercises (3 credit hours)
- BUSMHR 7235 - Developing Leaders through Practical Exercises (1.5 credit hours)
- BUSMHR 7238 – Leadership Effectiveness Through Applied Projects and Team Coaching (3 credit hours)
- BUSMHR 7523 – Future Leaders in Innovation and Entrepreneurship (3 credit hours) *****
- BUSMHR 7525 – Global Innovation and Entrepreneurial Leadership (3 credit hours)
- BUSML 7388 – Field Problems in Logistics (3 credit hours) *****
- BUSOBA 7223 – Project Management (1.5 – 3 credit hours) *****
- MBA 6295 – Social Impact (3 credit hours)

TYPE II ELECTIVES

- ACCTMIS 7010 – Ethical Challenges in Accounting and Business (1.5 credit hours)
- ACCTMIS 7220 – Financial Statement Analysis (1.5 credit hours) *****
- ACCTMIS 7250 – Governmental and Non-Profit Accounting (1.5 credit hours)
- ACCTMIS 7640 – Data Mining for Business Intelligence (1.5 credit hours) *****
- BUSFIN 7200 – Financial Software Applications (3.0 credit hours) *****
- BUSFIN 7221 – Financial Modeling (3.0 credit hours) *****
- BUSFIN 7234 – FinTech (1.5 credit hours) *****
- BUSML 7201 – Marketing Research and Analytics (3.0 credit hours) *****
- BUSML 7205 – Services Marketing (1.5 credit hours)
- BUSML 7230 – Customer Analytics (1.5 credit hours) *****
- BUSML 7380 – Strategic Logistics Management (1.5 credit hours) *****
- BUSML 7382 – Logistics Analytics (1.5 credit hours) *****
- BUSML 7383 – Supply Chain Management (1.5 credit hours)
- BUSMHR 7222 – Building Your Leadership Legacy (1.5 – 3 credit hours)
- BUSMHR 7223 – Strategy Implementation (1.5 credit hours)
- BUSMHR 7236 – Crucial Conversations (1.5 – 3 credit hours)
- BUSMHR 7244 – Negotiations (1.5 – 3 credit hours)
- BUSMHR 7461 – Technology and Innovation Strategy (1.5 credit hours)
- BUSOBA 7204 – Operations of Digital Platforms (1.5 credit hours) *****
- BUSOBA 7235 – Health Care Operations Management (3 credit hours) *****
- BUSOBA 7246 – Prompt Engineering (1.5 credit hours) *****
- BUSOBA 7247 – AI and Machine Learning for Business (3.0 credit hours) *****
- BUSOBA 7257 – Data Analysis and Visualization (3.0 credit hours) *****
- BUSOBA 7258 – Sports Analytics for Business (3.0 credit hours) *****

***** Indicates STEM Designated Course

APPENDIX C: FISCAL IMPACT STATEMENT

Fiscal Impact Statement for New Degree Programs
Program name: Master in Management

Complete the table below to describe the financial plan/budget for the first four years of program operation. Be sure to complete a separate table for each program requested (copy and paste as needed for additional programs). Verification and signature by the Chief Financial Officer (CFO) is required.

	Year 1	Year 2	Year 3	Year 4	Year 5
	New | Returning	New | Returning	New | Returning	New | Returning	New | Returning
I. Projected Enrollment*					
Head-count full time	30 New |	50 New |	65 New|	65 New|	65 New|
Head-count part time	|	|	|	|	|
Total Full Time Equivalent (FTE) Enrollment	30	50	65	65	65
*Describe the calculation used for retention below.					
II. Projected Program Revenue					
Tuition (paid by student or sponsor) + NR surcharge	$1,179,000	$1,965,000	$2,554,500	$2,554,500	$2,554,500
Expected state subsidy	0	$278,854	$371,806	$534,471	$604,184
Technology Fee	$15,660	$26,100	$33,930	$33,930	$33,930
Externally funded stipends, as applicable					
Other income (if applicable, describe in narrative section below)					
Total Projected Program Revenue	**$1,194,660**	**$2,269,954**	**$2,960,236**	**$3,122,901**	**$3,192,614**
III. Program Expenses*					
Personnel • Instruction (technical, professional and general education) Full _2___ Part Time ____ • Non-instruction (indicate role(s) in narrative section below) Full ____ Part time ____	$312,240	$321,607	$331,255	$341,193	$351,429
Program Director Faculty Admin Attachment cost	$50,106	$51,609	$53,157	$54,752	$56,395
Scholarship/stipend support	$150,000	$250,000	$325,000	$130,000	$130,000
Cost of Various offices (annual cost personnel, supplies and services of our graduate programs office and career services office divided equally between our graduate programs we offer)	$452,000	$452,000	$452,000	$452,000	$452,000
Central Tax + SSA	$154,615	$1,094,482	$1,457,146	$1,949,192	$2,164,152
Total Projected Expenses	**$1,118,960**	**$2,169,698**	**$2,618,558**	**$2,927,137**	**$3,153,976**
Net Income**	**$75,700**	**$100,256**	**$341,678**	**$195,764**	**$38,638**

*If faculty/staff are shared with other departments, provide the cost allocation for this program.

"Cost of various offices" reflects allocation of costs among other departments including career management and graduate programs support.

Provide justification for programs operating at a net loss in year four.**

N/A

Retention Calculation:

As this is a two-semester program, multi-year retention is not applicable. The full proposal report provides details on the projected enrollment numbers, including a market analysis and peer benchmarking.

Budget Narrative:

The Master in Management Program is a two-semester program that largely leverages existing course offerings and staffing capacity. To meet the added scale and sections introduced, we anticipate 14 additional course sections attributable to the new program. Also, we expect the staff utilization to be the equivalent of two FTE staff members, the cost of which is conservatively reflected in the office support allocation above – this allocation treats each program similarly even though this program's footprint is projected to be less than the average program in the portfolio.

Verification and Signature

(Insert name and title of the chief financial officer) verifies that the information in the fiscal impact statement is truthful and accurate.

_____

Signature of the Chief Financial Officer

APPENDIX D: LETTERS OF SUPPORT FROM PARTNER COLLEGES



John Glenn College of Public Affairs

110 Page Hall
1810 College Road
Columbus, OH 43210
glenn.osu.edu

Brian Mittendorf
Associate Dean of Graduate Programs, Fisher College of Business
Courtesy Professor, John Glenn College of Public Affairs
H.P. Wolfe Chair in Accounting
200G Fisher Hall
Mittendorf.3@osu.edu

Dear Brian,

The John Glenn College of Public Affairs is pleased to support Fisher College of Business's proposed new Master in Management degree. There will likely be interest among some of our Glenn College B.A. and B.S. students, and the option of adding on a one-year business degree may help attract them to Ohio State.

We look forward to working with you in the future to potentially streamline that process via a combined degree.

Sincerely,

DocuSigned by:
Stephanie Moulton
5EDDA5CAE2C54FE...

Stephanie Moulton
Acting Dean & Professor, John Glenn College of Public Affairs
300 Page Hall
Moulton.23@osu.edu

THE OHIO STATE UNIVERSITY
COLLEGE OF
EDUCATION AND HUMAN ECOLOGY

Office of the Dean

July 24, 2026

172 Arps Hall
1945 N. High Street
Columbus, OH 43210-1172
614-292-6900 Phone

Dean Aravind Chandrasekaran
Fisher College of Business

Re: Letter of Support for the Proposed Master in Management Degree

Dear Dr. Chandrasekaran,

Thank you for the invitation to provide a letter of support for the new Master in Management degree in the Fisher College of Business at Ohio State.

On behalf of the College of Education and Human Ecology (EHE), I am pleased to lend our support for the new Master in Management degree. We greatly appreciate the opportunity to collaborate with the Fisher College of Business on this new degree, which is an exciting new addition to our growing partnership centered on intersections between business degrees in Fisher and education administration and consumer sciences degrees in EHE.

This proposed degree will grant a new opportunity for graduate students in Fisher to pursue elective courses in Consumer Sciences located in our Department of Human Sciences, which centers on personal and family finance and fashion and retail studies. This program is a great complement to our graduate programs that include a strong business focus and will provide an exciting option for many new graduate students in the proposed degree.

I, therefore, lend my support to this proposal and our commitment to be an engaged partner in the new degree should it be approved.

Best regards,

DocuSigned by:
Erik Porfeli
875ED8844A254D6...

Erik Porfeli, PhD
Interim Dean and Professor

THE OHIO STATE UNIVERSITY

College of Arts and Sciences

July 28, 2026

W. Randy Smith, Vice Provost
Council on Academic Affairs
Bricker Hall
CAMPUS

Dear Randy:

On behalf of the College of Arts and Sciences I am pleased to offer my support for the proposed Master's in Management program from the Fisher College of Business.

This program represents an exciting opportunity for ASC to partner with the Fisher College of Business in a couple of different ways. First, many of our undergraduate degrees, especially in the Arts & Humanities and Social & Behavioral Sciences, align well with this program. This will allow our students to enhance their career readiness and, as such, increases opportunities for employment in their chosen field of study upon graduation.

Second, ASC has coursework at the 5XXX and 6XXX level that could be included in the program, and we are excited that Fisher is supportive of this possibility. This expands the range of subject matter that students enrolled in this program can select from and ensures greater alignment of curriculum across the two colleges.

Because of these opportunities, this degree has the full support of the College of Arts and Sciences.

Sincerely,

David Horn

Dean

APPENDIX E: FACULTY MATRIX AND SHORT CURRICULUM VITAE

FACULTY MATRIX

A faculty member must be identified for each course that is a required component of the curriculum. If a faculty member has not yet been identified for a course, indicate that as an "open position" and describe the necessary minimum qualifications in the matrix (as shown in the example below). **All program proposals must include both the Faculty Matrix and a copy of each faculty member's 2-page CV as Appendix items.**

Instructor Name*	Rank or Title	Full-Time (FT) or Part-Time (PT)	Instructor Qualification			Courses taught in the proposed program (Include course number and title)
			Degree Title, Discipline Institution, Year	Years of Teaching Experience In the Discipline/ Field	Additional qualifications (e.g., licenses, certifications)	
Roger Bailey	*Clinical Associate Professor*	*FT*	*PhD. Economics, Vanderbilt Univ, 2013*	*13*	*n/a*	*MBA 6243 – Managerial Economics*
Christian Blanco	*Associate Professor*	*FT*	*PhD. Decisions, Operations & Technology Management, UCLA, 2017*	*9*	*n/a*	*MBA 6233 – Operations Management*
Lori Kendall	*Clinical Assistant Professor*	*FT*	*PhD. Management, Case Western Reserve, 2016*	*11*	*n/a*	*MBA 6281 – Professional Development*
Patrick Kielty	*Clinical Assistant Professor*	*FT*	*PhD. Accounting, Univ of Florida, 2018*	*9*	*n/a*	*MBA 6211 – Accounting for Decision Making*
Telesilla Kotsi	*Assistant Professor*	*FT*	*PhD. Operations Management and Decision Sciences, Indiana Univ, 2020*	*7*	*n/a*	*MBA 6273 – Data Analysis for Managers*
Hun Lee	*Associate Professor*	*FT*	*PhD. Organizational Behavior and HRM, Michigan State Univ, 2020*	*7*	*n/a*	*MBA 6202 – Leadership*

Tanya Menon	*Professor*	*FT*	*PhD. Organizational Behavior, Stanford Univ, 2000*	*27*	*n/a*	*MBA 6201 – Organizational Behavior*
Deborah Mitchell	*Clinical Associate Professor*	*FT*	*PhD. Business, University of Chicago, 1991*	*40*	*n/a*	*MBA 6253 – Marketing*
Elena Plaksenkova	*Assistant Professor*	*FT*	*PhD. Management, HEC Paris, 2019*	*8*	*n/a*	*MBA 6293 – Strategy Formulation & Implementation*
Jay Wellman	*Assistant Professor*	*FT*	*PhD. Finance, Univ or Iowa, 2002*	*25*	*n/a*	*MBA 6223 – Finance*
Open Position	*Office of Career Management Professional Staff Member*	*FT*	*Master's Degree in Related Field*	*Minimum 5 years experience in career management and/or business leadership*	*None required*	*MBA XXXX – Personal Discovery and Career Management*

***** Condensed curriculum vitae are provided in the subsequent pages for each listed faculty member. Full curriculum vitae are available if additional information on qualifications or experience of faculty is desired. While these faculty are current instructors of the listed course offerings, there is no guarantee they will remain in these specific roles at commencement of the Master in Management program. However, every instructor assignment in Fisher's graduate degree programs follows the same strict standards and is conducted in accordance with American Association of Collegiate Schools of Business (AACSB) standards.

Roger Bailey

Contact Information

Fisher Hall (0249)
bailey.1117@osu.edu

Current Appointment

Position Title: Associate Dean for Executive Education and Centers

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Assistant Professor	September 2019			

Degrees

Granting Institution	Degree	Year Conferred	Discipline
Vanderbilt University	Ph.D.	2013	Economics
Northern Arizona University	M.Sc.	2006	Mathematics
Northern Arizona University	B.Sc.	2004	Mathematics

Recent Scholarly Contributions and Creative Productions

Hung, C. Y., Kurz, P., Bailey, R. A., Huber, J., & Allenby, G. M. (2025). Re-examining the no-choice option in conjoint analysis. *Journal of Choice Modelling*, *57*(Issue). https://doi.org/10.1016/j.jocm.2025.100578

Bailey, R., & Blackwell, R. (2022). Employee (Mis) Behavior: What Directors Need to Know About Behavioral Economics. *Board Leadership*, *2022*(184). https://doi.org/10.1002/bl.30228

Blackwell, R., & Bailey, R. (2022b). Objective Prosperity: Fact-Based Application of Behavioral Economics to Improve Outcomes for You, Your Firm and Your Nation Rothstein Publishing.

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
FCOB	FTMBA Best Core Faculty Award	2025
FCOB	FTMBA Best Core Faculty Award	2024
FCOB	FTMBA Best Core Faculty Award	2021
FCOB	Daniel Westerbeck Graduate Teaching Award	2020

Christian Blanco

Contact Information

Fisher Hall (0249)
blanco.58@osu.edu
(614)247-1729

Current Appointment

Position Title: Associate Professor (9M)

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Assistant Professor	September 2017			

Degrees

Granting Institution	Degree	Year Conferred	Discipline
University of California Los Angeles	Ph.D.	2017	Decisions, Operations & Technology Management
University of California Berkeley	A.B.	2011	Applied Mathematics
University of California Berkeley	A.B.	2011	Environmental Economics and Policy

Areas of Expertise and Interests

Teaching Interests: Operations management, business analytics, business sustainability
Research Interests: Sustainability, carbon footprinting, carbon disclosure, circular economy
Service Interests: Sustainability

Recent Scholarly Contributions and Creative Productions

Ball, G., Bavafa, H., Blanco, C., Park, H., & Wowak, K. (2024). Female Consumers and Serious Product Recalls in the U.S. Pharmaceutical Industry. *Production and Operations Management*.

Donnelly, G., Blanco, C., Spanbauer, C., & Stienecker, S. (2023a). The Effects of Item Dirtiness on Disposal Decisions. *Journal of the Association for Consumer Research*, *8*(3). https://doi.org/10.1086/724998

Donnelly, G., Blanco, C., Spanbauer, C., & Stienecker, S. (2023b). The Effects of Item Dirtiness on Disposal Decisions. *Journal of the Association for Consumer Research*, *8*(3). https://doi.org/10.1086/724998

Blanco, C. C. (2022). A Classification of Carbon Abatement Opportunities of Global Firms. *Manufacturing & Service Operations Management*, *24*(5), 2648–2665. https://doi.org/10.1287/msom.2022.1115

Park, H. W., Blanco, C. C., & Bendoly, E. (2022). Vessel sharing and its impact on maritime operations and carbon emissions. *Production and Operations Management*, *31*(7), 2925–2942. https://doi.org/10.1111/poms.13730

Blanco, C. C. (2021). Supply Chain Carbon Footprinting and Climate Change Disclosures of Global Firms. *Production and Operations Management*, *30*(9), 3143–3160. https://doi.org/10.1111/poms.13421

Bendoly, E., Bachrach, D. G., Esper, T. L., Blanco, C. C., Iversen, J., & Yin, Y. (2021). Operations in the upper echelons: leading sustainability through stewardship. *International Journal of Operations and Production Management*, *41*(Issue 11). https://doi.org/10.1108/ijopm-08-2021-0502

Blanco, C., Caro, F., & Corbett, C. J. (2020). Do carbon abatement opportunities become less profitable over time? A global firm-level perspective using CDP data. *Energy Policy*, *138*(Issue). https://doi.org/10.1016/j.enpol.2020.111252

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
Society for Risk Analysis'	Best Paper of the Year	2019

Dr. Lori Kendall

Contact Information

Fisher Hall
kendall.185@osu.edu
(415)254-0964

Current Appointment

Position Title: Senior Lecturer

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Professor	January 2023	Ongoing	Doctoral Programs	Hult International Business School
Professor	September 2016	July 2019	Design & Innovation, DM Programs	Case Western Reserve University, Weather School of Management

Administrative and Other Appointments

Position Title	Start Date of Appointment	End Date of Appointment	Department, Unit (Center or Institute), or Program
Academic Director, Full-Time MBA program	August 2024	Ongoing	Full-Time MBA program

Degrees

Granting Institution	Degree	Year Conferred	Discipline
Case Western Reserve University	Ph.D.	2016	Management
Holy Names University	M.B.A.	2014	Leadership, Energy and Environmental Policy
Holy Names University	B.A.	2012	Liberal Arts

Recent Scholarly Contributions and Creative Productions

Pavez, I., Kendall, L. D., & Laszlo, C. (2021). Positive-impact companies: Toward a new paradigm of value creation. *Organizational Dynamics*, *50*(Issue 4). https://doi.org/10.1016/j.orgdyn.2020.100806

Kendall, L. (2020b). Thriving in Rapidly Changing Markets: How Technology Leaders Innovate with Human Connection. . *Ohio State University*.

Kendall, L. (2020a). Positive-impact companies: Toward a new paradigm of value creation. *Organizational Dynamics*.

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
Undergraduate FCOB	Westerbeck Teaching Excellence Award	2024
Graduate FCOB	Westerbeck Teaching Excellence Award	2021

Patrick Kielty

Contact Information

Fisher Hall (0249)
kielty.6@osu.edu

Current Appointment

Position Title: Assistant Professor - Clinical (9M)

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Assistant Professor	September 2019			

Degrees

Granting Institution	Degree	Year Conferred	Discipline
University of Florida	Ph.D.	2018	Accounting
Duke University	MM	2012	Management
University of Massachusetts	B.A.	2010	Economics

Recent Scholarly Contributions and Creative Productions

Cowx, M., Glenn, J. L., Kielty, P., & Mcguire, S. T. (2024). How do hedge fund activists use and affect financial reporting of income taxes? Evidence from the valuation allowance for deferred tax assets. *Contemporary Accounting Research*, *42*(Issue 2). https://doi.org/10.1111/1911-3846.13031

Kielty, P., Wang, K. P., & Weng, D. (2023). Simplifying Complex Disclosures: Evidence from Disclosure Regulation in the Mortgage Markets. *The Accounting Review*, *98*(4), 191–216. https://doi.org/10.2308/tar-2021-0269

Impink, J., Kielty, P., Stice, H., & White, R. M. (2021). Violent Video Games and Crime. *Journal of Media Economics*, *33*(3–4), 49–73. https://doi.org/10.1080/08997764.2021.2008409

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
The Ohio State University	Daniel Westerbeck Teaching Excellence Award, Graduate	2024
The Ohio State University	Fisher Inclusion Champion	2022
The Ohio State University	Fisher College of Business Recognition Award	2020
Ernst & Young	Ernst & Young Excellence in Undergraduate Accounting Teaching Award	2020

Telesilla Kotsi

Contact Information

Fisher Hall (0249)
kotsi.1@osu.edu

Current Appointment

Position Title: Assistant Professor (9M)

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Assistant Professor	August 2021			

Degrees

Granting Institution	Degree	Year Conferred	Discipline
Indiana University	Ph.D.	2020	Operations Management and Decision Sciences
University of Edinburgh	M.Sc.	2012	Operations Research with Computational Optimization
Aristotle University of Thessaloniki	DIP	2010	Mechanical Engineering

Recent Scholarly Contributions and Creative Productions

Pedraza Martinez, A. J., & Kotsi, T. (2026). Humanitarian management mathematics: navigating optimization under extreme funding cuts *IMA Journal of Management Mathematics*, *37*(1), 1–15.

Kotsi, T. O., Aflaki, A., Aydin, G., & Pedraza Martinez, A. J. (2023). Allocation of Nonprofit Funds Among Program, Fundraising, and Administration. *Manufacturing & Service Operations Management*, *25*(5), 1873–1889. https://doi.org/10.1287/msom.2020.0660

Kotsi, T. O., Wu, O. Q., & Pedraza Martinez, A. J. (2022). Donations for Refugee Crises: In-kind vs. Cash Assistance. *Manufacturing & Service Operations Management*, *24*(6), 3001–3018. https://doi.org/10.1287/msom.2021.1073

Kotsi, T., & Lowrey, J. (2024). Beneficiary-Centric Approaches in Humanitarian Operations. In *A Research Agenda for Humanitarian Logistics*. Elgar. https://doi.org/10.4337/9781035310333.00010

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
Poets&Quants	40-Under-40 Best MBA Professors	2024

Conferring Organization	Honors/Award Title	Year Conferred
Manufacturing & Service Operations Management Society	Honorable Mention, Award for Responsible Research in Operations Management	2022
Decision Sciences Institute	Elwood S. Buffa Doctoral Dissertation Award	2021

Hun Lee

Contact Information
Fisher Hall (0249)
lee.7313@osu.edu

Current Appointment
Position Title: Associate Professor

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Associate Professor	May 2024			The Ohio State University
Assistant Professor	August 2021	May 2024		The Ohio State University

Administrative and Other Appointments

Position Title	Start Date of Appointment	End Date of Appointment	Department, Unit (Center or Institute), or Program
Working Group Member, Responsible AI and Cybersecurity	September 2025		AI Hub
Faculty Fellow	August 2025		Office of Academic Affairs
Research Director	July 2024		Fisher Leadership Initiative
PhD Coordinator	August 2023	August 2025	Management and Human Resources

Degrees

Granting Institution	Degree	Year Conferred	Discipline
Michigan State University	Ph.D.	2020	Management

Recent Scholarly Contributions and Creative Productions

Lee, H. W., Kim, J., Lee, H., Triana, M., & Choi, J. N. (2025). When employee gender diversity benefits collective performance: The importance of the proportion of women in top management teams *Personnel Psychology*, *3*, 305–330. https://doi.org/10.1111/peps.12677

Zhang, Z., Lee, H. W., Jiang, K., & Chen, Y. (2025). Dancing in Tandem: The Role of HR Value Congruence and Line Manager-HR Manager Collaboration in Effective HR Implementation. *Human Resource Management*, *64*, 523–541. https://doi.org/10.1002/hrm.22272

Cho, S., Kim, S., Kim, S., & Lee, H. W. (2025). How remote workers manage loneliness and performance: Virtual social interaction as an alternative resource management strategy. *Human Resource Development Quarterly*, *36*, 155–174. https://doi.org/10.1002/hrdq.21547

Li, S., Johnson, R. E., Lee, H. W., & Scott, B. A. (2025). Inspired to be transformational: The interplay between employee voice type and manager construal level. *Human Relations*, *78*, 1276–1309. https://doi.org/10.1177/00187267241288680

Park, H. M., Judge, T., Lee, H. W., Chung, S., & Zhan, Y. (2024). When conscientiousness differentially pays off: The role of incongruence between conscientiousness and black stereotypes in pay inequality. *Personnel Psychology*, *77*, 997–1024. https://doi.org/10.1111/peps.12604

Young, H. R., Scott, B. A., Ferris, D. L., Lee, H. W., Awasty, N., & Johnson, R. E. (2024). Distances and directions: An emotional journey into the recovery process. *Journal of Applied Psychology*, *109*(1), 115–134. https://doi.org/10.1037/apl0001122

Lee, H. W., Chi, N. W., Kim, Y. J., Lee, H., Lin, S. H., & Johnson, R. E. (2024). Leaders' responses to receipt of proactive helping: Integrating theories of approach--avoidance and challenge--hindrance. *Human Relations*, *77*(4), 560--590. https://doi.org/10.1177/001872672211379

Kim, J., Lee, H. W., & Chung, G. H. (2024). Organizational resilience: leadership, operational and individual responses to the COVID-19 pandemic. *Journal of Organizational Change Management*, *37*(1), 92--115. https://doi.org/10.1108/JOCM-05-2023-0160

Cho, S., Kim, S., Lee, H. W., & Li, Z. A. (2024). You make me anxious! Witnessing safety violations during the daily commute and at work leads to employee work withdrawal. *Human Resource Management*, *63*(2), 207--223. https://doi.org/10.1002/hrm.22197

Fatimah, S., Lee, H. W., Ferris, D. L., & Young, H. R. (2024). A regulatory focus theory perspective on the dynamics between action and power. *Journal of Applied Psychology*, *109*, 1397–1407. https://doi.org/10.1037/apl0001198

Liao, Z., Yam, K. C., Lee, H. W., Johnson, R. E., & Tang, P. M. (2024). Cleansing or licensing? Corporate social responsibility reconciles the competing effects of unethical pro-organizational behavior on moral self-regulation. *Journal of Management*, *50*(5), 1643--1683. https://doi.org/10.1177/01492063231154845

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
FCOB	Christine A. Poon and Michael F. Tweedle Faculty Award	2024
Network of Leadership Scholars	Rising Star Early Career Award	2025
Korean Academic Association of Business Administration	Excellent Paper Presentation Award	2024
Korean Academy of Organization and Management	Best Paper Presentation Award	2024
FCOB	Pace Setters Faculty Research Award	2024
Journal of Applied Psychology	Best Ad-Hoc Reviewer Award	2022

Tanya Menon

Contact Information

Fisher Hall (0249)
menon.53@osu.edu

Current Appointment

Position Title: Professor

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Professor	May 2019			
Associate Professor	September 2012	2019-05-30		

Degrees

Granting Institution	Degree	Year Conferred	Discipline
Stanford	Ph.D.	2000	organizational behavior
Harvard college	B.A.	1995	sociology

Recent Scholarly Contributions and Creative Productions

Menon, T., Shea, C. T., & Smith, E. B. (2024). Mobilization capacity: Tracing the path from having networks to capturing resources. *Research in Organizational Behavior*, *44*, 100210.

Nannetti, F., Shakur, T. T., Borgatti, S. P., Operti, E., Park, Y. J., Shea, C., & Menon, T. (2023). When Do Cognition, Attitudes, and Behaviors Affect Inequality? Gender & Race Differences in Networks. *Academy of Management Proceedings*, *2023*(1). https://doi.org/10.5465/amproc.2023.17532symposium

Nakamura, A., Menon, T., & Soda, G. (2022). Whistleblower as Broker: Social Networks of the 2017 Hollywood Whistleblowers. *Academy of Management Proceedings*, *2022*(1). https://doi.org/10.5465/ambpp.2022.13849abstract

Dow, B. J., Menon, T., Wang, C. S., & Whitson, J. A. (2022). Sense of control and conspiracy perceptions: Generative directions on a well-worn path. *Current Opinion in Psychology*, *47*, 101389.

Dow, B., Johnson, A. L., Johnson, A., Wang, C. S., Wang, C., Whitson, J., & Menon, T. (2021). The COVID-19 pandemic and the search for structure: Social media and conspiracy theories. *Social and Personality Psychology Compass*, *15*(9). https://doi.org/10.1111/spc3.12636

Dow, B. J., Johnson, A. L., Wang, C. S., Whitson, J., & Menon, T. (2021). The COVID-19 pandemic and the search for structure: Social media and conspiracy theories. *Social and Personality Psychology Compass*, *15*(9), e12636.

Service and Engagement: Editorships and Editorial Reviewer Service

Publication Title	Role	Start Term	End Term
Academy of Management Review		Autumn 2022	Ongoing
OBHDP		Autumn 2022	Ongoing

Publication Title	Role	Start Term	End Term
Organization Science		Autumn 2022	Ongoing
Basic and Applied Social Psychology		Autumn 2013	Ongoing
Journal of Consumer Psychology		Autumn 2013	Ongoing
Journal of Personality and Social Psychology		Autumn 2013	Ongoing
Administrative Science Quarterly		Spring 2013	Ongoing
Management Science	Associate Editor	Autumn 2009	Ongoing

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
informs, management science journal	Distinguished Service Award	2024
University of Exeter	University of Exeter, Honorary Professor	2023
Indian School of Business Delhi and Hyderabad Cohorts	Excellence in Teaching Award, Executive EMBA,	2022
Fisher College of Business	Excellence in Teaching Award, Executive MBA	2021

Deborah Mitchell

Contact Information

Fisher Hall (0249)
mitchell.1120@osu.edu

Current Appointment

Position Title: Associate Professor - Clinical (9M)

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Clinical Associate Professor	2012	Ongoing	Marketing & Logistics	The Ohio State University
Senior Lecturer	2003	2012	School of Business	University of Wisconsin
Visiting Assistant Professor	1996	1997	School of Business	Stanford University
Assistant Professor	1991	1996		Temple University
Assistant Professor	1988	1991	The Wharton School	University of Pennsylvania
Assistant Professor	1987	1988	Johnson Graduate School of Management	Cornell University

Administrative and Other Appointments

Position Title	Start Date of Appointment	End Date of Appointment	Department, Unit (Center or Institute), or Program
Associate Dean, Enterprise MBA Programs	2006	2009	Wisconsin School of Business
Executive Director, Center for Brand and Product Management	2009	2012	Wisconsin School of Business

Degrees

Granting Institution	Degree	Year Conferred	Discipline
University of Chicago	Ph.D.		Behavioral Science and Marketing
University of Chicago	M.B.A.		Finance and Marketing
The Ohio State University	B.S.B.A.		Economics

Representative Scholarly Contributions and Creative Productions

Hunt, James M., Kernan, Jerome B., and Deborah J. Mitchell (1996), "Materialism as Social Cognition: People, Possessions, and Perception," *Journal of Consumer Psychology*, 5 (1), 65-83.

Mitchell, Deborah J., Kahn, Barbara E., and Susan C. Knasko (1995), "There's Something in the Air: Effects of Congruent and Incongruent Ambient Odor on Consumer Decision-Making," *Journal of Consumer Research*, 22 (2), 229-238.

Mitchell, Deborah J. and Sankar Sen (1995), "Reference Effects in Dynamic Marketing Mix Environments: Insights from Decision-Making Research," in F. Kardes and M. Sujan (eds.), *Advances in Consumer Research*,22, 62.□

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
Fisher College of Business	Outstanding Core Teacher Award	2017
Wisconsin School of Business	Full-time MBA Program Teacher of the Year	2006 & 2007
University of Pennsylvania	Wharton Excellence in Teaching Award	1991
University of Pennsylvania	Wharton Anvil Award Finalist	1991

Elena Plaksenkova

Contact Information

Fisher Hall (0249)
plaksenkova.1@osu.edu

Current Appointment

Position Title: Assistant Professor

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Assistant Professor	August 2020			

Degrees

Granting Institution	Degree	Year Conferred	Discipline
HEC Paris	Ph.D.	2019	Management
Bocconi University	M.Sc.	2011	International Management
Moscow State University	BA	2009	Management

Recent Scholarly Contributions and Creative Productions

Chatain, O., & Plaksenkova, E. (2026). Incentive alignment in ecosystems: The role of complementarity types and multi-sided bargaining. *Strategic Management Journal*, *47*(1), 228–256. https://doi.org/10.1002/smj.70012

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
AOM Annual Meeting	Outstanding Reviewer Award for Strategic Management Division	2024
Industry Studies Association Conference	Best Conference Paper in the Innovation and Entrepreneurship Stream Award	2022
Strategic Management Society Conference, London	Runner up for the SMS Best Conference Paper Prize	2022
SMS Annual Conference	Outstanding Reviewer award at Stakeholder Strategy IG	2022

Jay Wellman

Contact Information

Fisher Hall (0249)
wellman.67@osu.edu

Current Appointment

Position Title: Associate Professor-Clinical

Academic Appointments

Faculty Rank	Effective Date of Rank	End Date of Rank	Department, Unit, Center, or Program	Institution
Associate Professor	June 2015		Department of Finance	Ohio State University
Assistant Professor	July 2011	2015-06-05	Department of Finance	Ohio State University

Administrative and Other Appointments

Position Title	Start Date of Appointment	End Date of Appointment	Department, Unit (Center or Institute), or Program
Faculty Director	September 2018	August 2021	MBA for Working Professionals (WPMBA)

Degrees

Granting Institution	Degree	Year Conferred	Discipline
University of Iowa	Ph.D.	2002	Finance

Awards and Formal Recognition

Conferring Organization	Honors/Award Title	Year Conferred
WPMBA	Outstanding Core Faculty Member	2024
WPMBA	Outstanding Core Faculty Member	2023
WPMBA program	Outstanding Core Faculty Member	2022
FCOB	Pace Setters Daniel Westerbeck Graduate Teaching Excellence Award	2022