

Status: PENDING

PROGRAM REQUEST
Master of Business Operational Excellence

Last Updated: Myers, Dena Elizabeth
12/20/2010

Fiscal Unit/Academic Org	Management Sciences - D1043
Administering College/Academic Group	Business
Co-administering College/Academic Group	
Semester Conversion Designation	Converted with minimal changes to program goals and/or curricular requirements (e.g., sub-plan/specialization name changes, changes in electives and/or prerequisites, minimal changes in overall structure of program, minimal or no changes in program goals or content)
Current Program/Plan Name	Master of Business Operational Excellence
Proposed Program/Plan Name	Master of Business Operational Excellence
Program/Plan Code Abbreviation	MBOE-MBOE
Current Degree Title	Master of Business Operational Excellence

Credit Hour Explanation

Program credit hour requirements		A) Number of credit hours in current program (Quarter credit hours)	B) Calculated result for 2/3rds of current (Semester credit hours)	C) Number of credit hours required for proposed program (Semester credit hours)	D) Change in credit hours
Total minimum credit hours required for completion of program		48	32.0	36	4.0
Required credit hours offered by the unit	Minimum	48	32.0	36	4.0
	Maximum	48	32.0	36	4.0
Required credit hours offered outside of the unit	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0
Required prerequisite credit hours not included above	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0

Program Learning Goals

Note: these are required for all undergraduate degree programs and majors now, and will be required for all graduate and professional degree programs in 2012. Nonetheless, all programs are encouraged to complete these now.

- Program Learning Goals**
- 1. Graduates will be able to use the tools of value stream management (Define, Measure, Analyze, Improve, Control and Impact value streams).
 - 2. Graduates will be prepared to manage continuous improvement and waste reduction programs in service, office, or manufacturing settings.
 - 3. Graduates will develop the skills to engage employees and build capacity for continuous improvement.
 - 4. Graduates will develop the leadership skills to succeed in organizations that strive for operational excellence.

Assessment

Assessment plan includes student learning goals, how those goals are evaluated, and how the information collected is used to improve student learning. An assessment plan is required for undergraduate majors and degrees. Graduate and professional degree programs are encouraged to complete this now, but will not be required to do so until 2012.

Is this a degree program (undergraduate, graduate, or professional) or major proposal? Yes

Does the degree program or major have an assessment plan on file with the university Office of Academic Affairs? No

DIRECT MEASURES (means of assessment that measure performance directly, are authentic and minimize mitigating or intervening factors)

Standardized tests

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- Local comprehensive or proficiency examinations

Classroom assignments

- Embedded testing (i.e. specific questions in homework or exams that allow faculty to assess students' attainments of a specific learning goal)
- Other classroom assessment methods (e.g., writing assignments, oral presentations, oral exams)

Evaluation of a body of work produced by the student

- Practicum, internship or research evaluation of student work
- Capstone course reports, papers, or presentations

INDIRECT MEASURES (means of assessment that are related to direct measures but are steps removed from those measures)

Surveys and Interviews

- Student survey
- Employer feedback or survey
- Student evaluation of instruction
- Student interviews or focus groups

Additional types of indirect evidence

- Peer review of program
- External program review
- Curriculum or syllabus review
- Grade review
- Outreach participation
- Comparison or benchmarking

USE OF DATA (how the program uses or will use the evaluation data to make evidence-based improvements to the program periodically)

- Meet with students directly to discuss their performance
- Analyze and discuss trends with the unit's faculty
- Analyze and report to college/school
- Analyze and report to accrediting organization
- Make improvements in curricular requirements (e.g., add, subtract courses)
- Make improvements in course content
- Make improvements in course delivery and learning activities within courses
- Make improvements in learning facilities, laboratories, and/or equipment
- Periodically confirm that current curriculum and courses are facilitating student attainment of program goals

Program Specializations/Sub-Plans

If you do not specify a program specialization/sub-plan it will be assumed you are submitting this program for all program specializations/sub-plans.

Pre-Major

Does this Program have a Pre-Major? No

Attachments

- Cover Letters & Attachments for MBOE Program Request.pdf: All Required Attachments

(Other Supporting Documentation. Owner: Gomez-Bellenge, Francisco X)

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Comments

- Change Fiscal Unit/Academic Org to Business Administration D1000 *(by Gomez-Bellenge,Francisco X on 11/22/2010 09:21 AM)*

Workflow Information

Status	User(s)	Date/Time	Step
Submitted	Gomez-Bellenge,Francisco X	12/17/2010 09:22 AM	Submitted for Approval
Approved	Ward,Peter Thomas	12/17/2010 11:18 AM	Unit Approval
Approved	Wruck,Karen Hopper	12/19/2010 08:57 AM	SubCollege Approval
Approved	Mangum,Stephen L	12/19/2010 03:02 PM	College Approval
Approved	Myers,Dena Elizabeth	12/20/2010 08:57 AM	GradSchool Approval
Pending Approval	Soave,Melissa A	12/20/2010 08:57 AM	CAA Approval



FISHER

COLLEGE OF BUSINESS

December 22, 2010

Provost Joseph A. Alutto
Office of Academic Affairs
203 Bricker Hall

RE: Proposed Semester Conversion for Master of Business Operational Excellence Degree Program

Dear Joe:

On behalf of the Fisher College of Business, we recommend approval of the proposed revision to the Master of Business Operational Excellence (MBOE) Degree Program to accommodate conversion to a semester schedule.

The MBOE program is a thirteen-month lockstep professional master's program that consists of eight modules and eleven courses taken within the Department of Management Sciences. Students combine eight intensive on-campus four-day sessions with distance learning modules. The centerpiece of the program is a year-long capstone project occurring at the student's place of work and involving intensive support from faculty, an industry coach and an mentor from the employing organization. The program design is quite adaptable to either a quarter or semester calendar so semester conversion was quite easily handled.

Responsibility for the program is vested in the Masters in Business Operational Excellence Committee. Professor Peter Ward chairs both this committee and the Department of Management Sciences.

The MBOE was launched in December 2008. No program changes are being implemented other than a straightforward conversion of courses from quarters to semesters. The program as proposed under semesters was approved at the May 19, 2010 college faculty meeting and its courses were revised for semesters and approved by the Department of Management Science in fall 2010.

We concur with the recommendation of the faculty of the MBOE Committee, the Department of Management Science and the College Faculty and recommend the proposed MBOE curriculum and courses be approved.

Sincerely,

A handwritten signature in cursive script that reads "Christine Poon".

Christine A. Poon
Dean and John W. Berry, Sr. Chair in Business

A handwritten signature in cursive script that reads "Stephen L. Mangum".

Stephen L. Mangum
Senior Associate Dean and Professor of MHR

Office of the Dean



30 December, 2010

Dr. Joseph A. Alutto
Executive Vice President and Provost
The Ohio State University
CAMPUS

Dear Provost Alutto:

The Masters of Business Operational Excellence (MBOE) program is a tagged, terminal degree program offered by Ohio State's Fisher College of Business. MBOE is a relatively new program; its second cohort graduated in December 2010. As such, the program was reviewed and approved by Ohio State University and RACGS recently (final program approval in 2008).

MBOE is aimed at mid-career professionals who wish to develop deep knowledge of managing business processes. The program is 48 credit hours, completed in one year, and no electives are offered. MBOE was designed to accommodate the schedules of working professionals and their employers. All students are employed full time and employers pay part or, most often, all of their fees and expenses.

The MBOE program consists of a blend of in-class, distance, and practical learning through projects. For the in-class portion, students attend class for eight extended four day periods with each period spaced about six weeks apart. Days are long, and intense with lecture, discussion and simulations being the main methods of delivery. Extensive preparation is required for each in-class period. After each in-class period, students are given an exam.

Distance learning includes about 140 hours of on-line learning related to "Six Sigma" that is facilitated by instructor-moderated quizzes and web-phone help sessions. The on-line training culminates in a period of in-class instruction followed by a four-hour exam on the topic. There is also significant amount of instructor-student interaction via Carmen, Ohio State's electronic classroom, on all of the topics covered in MBOE.

Department of Management Sciences

The capstone project is the third component of the curriculum. The project is carried out in the student's organization by a team under the student's leadership. It is defined by the student with significant input from faculty and the student's supervisor. The idea is to define a project that is addressed by MBOE curriculum, is of strategic importance to the employer, and can be accomplished in a year. Each student is assigned a faculty coach who works closely with the student in all stages of the project and its evaluation. The project provides a context for applying the principles learned and serves a critical integrative function. A final review of the project is conducted by program faculty and satisfactory completion is required for graduation.

The MBOE program is specialized to meet the needs of mid-career professionals from across North America. As such, its format requires that students attend campus sessions for four day periods about every six weeks. This format will remain in place under semesters. The proposal adjusts credit hours to semester hours on 4 for 3 basis. Otherwise the proposed program is unchanged. This was approved by the College Faculty at the Fall Quarter 2010 meeting.

The semester conversion plan was presented to the Fisher College faculty on November 19, 2010 after approval by the MBOE program committee.



Peter T. Ward

Professor and Chair, Department of Management Sciences
Chair, Masters in Business Operational Excellence Committee

Degree Program Request for Master of Business Operational Excellence

Rationale for Program Changes

Provide a rationale for proposed program changes (either significant or minimal) and a description of how the changes will benefit students and enhance program quality. Include date of last significant program revision.
[Word limit: 750]

The program was first launched in December 2008. The MBOE program is a thirteen-month lockstep professional master's program that consists of eight modules and eleven courses taken within the Department of Management Sciences. Students combine eight intensive on-campus four-day sessions with distance learning modules. The centerpiece of the program is the year-long Capstone Project. The program design is quite adaptable to either a quarter or semester calendar. As a result, the only (minimal) changes being made are the straightforward conversion of courses from quarters to semesters.

List of Semester Courses & Categories

Required Courses (offered by the unit)	Course	Credit Hours
Lean Enterprise Leadership	BUS-MGT 7261	3
MBOE Capstone/Cornerstone Project)**	BUS-MGT 7262	1.5**
Value Stream Management	BUS-MGT 7263	3
Stabilizing Operations	BUS-MGT 7264	3
Creating & Managing Flow	BUS-MGT 7265	3
Data Analysis for Managers (MBOE)*	BUS-MGT 6XXX	1.5*
Leading Operations	BUS-MGT 7266	3
Six Sigma	BUS-MGT 7267	3
Six Sigma Projects	BUS-MGT 7268	3
Change and Innovation for Operational Excellence	BUS-MGT 7269	3
Managing the Extended Value Stream	BUS-MGT 7270	3

* Repeated once (1.5 X 2 = 3 semester hours) ** Repeated four times (1.5 X 4 = 6 semester hours)

Semester Curriculum Advising Sheet:

This program is a lockstep program consisting of eight modules. Part of each module is taught through intensive four-day residential sessions and other parts are taught through a variety of distance delivery mechanisms. As a result, module names do not correspond necessarily with course names, and students may be studying elements of more than one course concurrently.

Module #	Module Name
	Pre-Program Orientation
1	Operational Excellence in Service and Manufacturing
Interim 1	Homework; Online Exam on Module 1; Project Work and Coaching
2	Value Stream Management
Interim 2	Homework; Online Exam on Module 3; Project Work and Coaching
3	Stabilizing Operations; Statistics Part 1
Interim 3	Homework; Online Exam on Module 3; Project Work and Coaching; Begin Six Sigma Black Belt Training (online)
4	Creating and Managing Flow; Statistics Part 2
Interim 4	Homework; Online Exam on Module 4; Project Work and Coaching; Continue Black Belt Training (online)
5	Leadership and Managing Change; An Improvement Toe-Hold; Statistics Part 3
Interim 5	Homework; Online Exam on Module 5; Project Work and Coaching; Continue Black Belt Training (online)
6	Solving Tough Problems; Six Sigma Black Belt (in-class portion)
Interim 6	Homework; Project work and coaching; Review for Six Sigma Black Belt Exam
7	Managing Change and Innovation; Six Sigma Black Belt exam; Project Work and Coaching
Interim 7	Homework; Online Exam on Module 7; Project Work and Coaching

- 8 Managing the Extended Value Stream; Final Project Review (sponsors invited)
- Pre-Commencement and Celebration (Families and friends welcome)

Quarter Curriculum Advising Sheet:

Module	Courses
	Pre-Program Orientation
1	Operational Excellence in Service and Manufacturing
Interim 1	Homework; Online Exam on Module 1; Project Work and Coaching
2	Value Stream Management
Interim 2	Homework; Online Exam on Module 3; Project Work and Coaching
3	Stabilizing Operations; Statistics Part 1
Interim 3	Homework; Online Exam on Module 3; Project Work and Coaching; Begin Six Sigma Black Belt Training (online)
4	Creating and Managing Flow; Statistics Part 2
Interim 4	Homework; Online Exam on Module 4; Project Work and Coaching; Continue Black Belt Training (online)
5	Leadership and Managing Change; An Improvement Toe-Hold; Statistics Part 3
Interim 5	Homework; Online Exam on Module 5; Project Work and Coaching; Continue Black Belt Training (online)
6	Solving Tough Problems; Six Sigma Black Belt (in-class portion)
Interim 6	Homework; Project work and coaching; Review for Six Sigma Black Belt Exam
7	Managing Change and Innovation; Six Sigma Black Belt exam; Project Work and Coaching
Interim 7	Homework; Online Exam on Module 7; Project Work and Coaching
8	Managing the Extended Value Stream; Final Project Review (sponsors invited)
	Pre-Commencement and Celebration (Families and friends welcome)

Transition Policy:

Include a policy statement from the chair of the department / unit that assures those students who began their degree under quarters that the transition to semesters will not delay their graduation nor disrupt progress toward a degree. This may include a description of how individual transition advising plans will be developed and possible use of bridge courses. It should address students in the program and students taking service courses offered by the department / unit.

A transition policy does not apply because the MBOE is a thirteen-month cohort-based program with all students registering for the same courses in the same terms. During the transition year, students will register for the appropriate sets of courses in the winter and spring 2012 quarters and for the appropriate sets of courses in the summer and autumn terms under semesters. In the eventuality that a student does not complete the coursework within that time span, an individualized plan will be developed for that student.