

Status: PENDING

**PROGRAM REQUEST**  
Operations Management

Last Updated: Mangum, Stephen L  
06/06/2011

<b>Fiscal Unit/Academic Org</b>	Management Sciences - D1043
<b>Administering College/Academic Group</b>	Business
<b>Co-administering College/Academic Group</b>	
<b>Semester Conversion Designation</b>	Re-envisioned with significant changes to program goals and/or curricular requirements (e.g., degree/major name changes, changes in program goals, changes in core requirements, structural changes to tracks/options/courses)
<b>Current Program/Plan Name</b>	Operations Management
<b>Proposed Program/Plan Name</b>	Operations Management
<b>Program/Plan Code Abbreviation</b>	OPERMGT-BS
<b>Current Degree Title</b>	Bachelor of Science in Business Administration

### 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		186	124.0	121	3.0
Required credit hours offered by the unit	Minimum	73	48.7	49	0.3
	Maximum	88	58.7	68	9.3
Required credit hours offered outside of the unit	Minimum	60	40.0	31	9.0
	Maximum	75	50.0	50	0.0
Required prerequisite credit hours not included above	Minimum	38	25.3	22	3.3
	Maximum	38	25.3	22	3.3

**Explain any change in credit hours if the difference is more than 4 semester credit hours between the values listed in columns B and C for any row in the above table**

Marginal reductions in required pre-requisite credit hours and General Education have resulted in additional hour flexibility for specializations or electives while at the same time enabling us to reduce the overall number of hours required for the degree.

The above table does not reflect the inclusion of a Spreadsheets course into the curriculum; resolution of that issue is pending. It is our expectation that this will be a one-hour course (but no more than two credits) taught either by CSE or FCOB. The addition of this course will not change total hours required for the degree. Rather, pre-requisite hours will be increased and elective hours will be commensurately reduced.

### 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.

- |                               |   |
|-------------------------------|---|
| <b>Program Learning Goals</b> | <ul style="list-style-type: none"> <li>• Learning Goal 1: Graduates possess strong analytical and problem-solving skills, enabling them to identify and critically assess problems facing contemporary businesses.</li> <li>• Learning Goal 2: Graduates demonstrate in-depth knowledge of Operations Management</li> <li>• Learning Goal 3: Graduates possess a global perspective and can critically evaluate the international context a contemporary business operates in.</li> <li>• Learning Goal 4: Graduates can identify and assess ethical issues surrounding business decisions.</li> <li>• Learning Goal 5: Graduates are able to work effectively in a team-based environment.</li> <li>• Learning Goal 6: Graduates demonstrate professional deportment and effective oral and written communication skills.</li> </ul> |
|-------------------------------|---|

## 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? Yes**

**Summarize how the program's current quarter-based assessment practices will be modified, if necessary, to fit the semester calendar.**

Most of the courses that will be offered under semesters will be similar to those offered currently under quarters. The calendar will not change assessment practices. However, the move to course Clusters (courses designed to be taken concurrently) will allow us to do classroom-embedded assessments in courses other than the current 799 capstone. For some Learning Goals, this will expand the opportunities for assessment and allow us to assess learning goals across several courses instead of only in the capstone.

## 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.

<b>Program Specialization/Sub-Plan Name</b>	Purchasing & Supply Management (Existing)
<b>Program Specialization/Sub-Plan Goals</b>	<ul style="list-style-type: none"> <li>• Same as Degree Program Learning Goals except for Goal 2, where the emphasis is on Purchasing rather than Operations Management</li> </ul>
<b>Program Specialization/Sub-Plan Name</b>	Operations (Existing)
<b>Program Specialization/Sub-Plan Goals</b>	<ul style="list-style-type: none"> <li>• Same as Degree Program Learning Goals</li> </ul>

## Pre-Major

**Does this Program have a Pre-Major? Yes**

Students starting their OSU career in Autumn Quarter 2011 or later will be expected to maintain the following academic standards in order to apply for the business major:

- Maintain a 3.3 Cumulative GPA in all college-level coursework
- Complete the following pre-Core coursework (or equivalent) with a minimum 3.0 cumulative GPA and a grade of C or better in each course:
  - Engl (old 110)
  - Math 1130/1150 and Math 1131/1151
  - Econ 2001.01 and 2002.01
  - Stat 1430
  - Business Skills and Environment I BUS-MHR 2290

## Attachments

- All letters & attachments for BSBA-Operations.pdf: All letters & attachments for BSBA -Operations

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

## Comments

- The current Fiscal Unit/Academic Org listed for this program is incorrect. Please change Fiscal Unit/Academic Org from Management Sciences D1043 to Business Administration D1000 post-conversion. Please change name of Sub-Plan from "Purchasing" to "Purchasing & Supply Management" (No change in "Operations" Sub-Plan).

"Unit" on credit hours table refers to Fisher College of Business (all departments), not an individual department within Fisher. *(by Gomez-Bellenge, Francisco X on 02/04/2011 03:20 PM)*

Status: PENDING

**PROGRAM REQUEST**  
Operations Management

Last Updated: Mangum, Stephen L  
06/06/2011

**Workflow Information**

Status	User(s)	Date/Time	Step
Submitted	Gomez-Bellenge, Francisco X	01/20/2011 09:02 AM	Submitted for Approval
Approved	Ward, Peter Thomas	01/20/2011 01:26 PM	Unit Approval
Revision Requested	O'Neill, Jill Ann	02/03/2011 07:50 AM	SubCollege Approval
Submitted	Gomez-Bellenge, Francisco X	02/04/2011 03:30 PM	Submitted for Approval
Approved	Spadaro, Laurie Ann	02/04/2011 03:53 PM	Unit Approval
Approved	Unnava, Hanumantha Rao	02/08/2011 10:45 AM	SubCollege Approval
Approved	Mangum, Stephen L	02/08/2011 11:00 AM	College Approval
Revision Requested	Soave, Melissa A	05/19/2011 04:09 PM	CAA Approval
Submitted	Gomez-Bellenge, Francisco X	06/06/2011 09:40 AM	Submitted for Approval
Approved	Ward, Peter Thomas	06/06/2011 10:22 AM	Unit Approval
Approved	O'Neill, Jill Ann	06/06/2011 12:27 PM	SubCollege Approval
Approved	Mangum, Stephen L	06/06/2011 01:01 PM	College Approval
Pending Approval	Soave, Melissa A Cameron, Erin Marie	06/06/2011 01:01 PM	CAA Approval



January 30, 2011

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

Dear Provost Alutto:

RE: Proposed Semester Conversion for Bachelor of Science in Business Administration Degree Program (BSBA) with a specialization in Operations Management

On behalf of the Fisher College of Business, we recommend approval of the proposed revision to the existing BSBA-Operations Management Degree Program to accommodate conversion to a semester-system schedule.

The BSBA-Operations Management program is an undergraduate program consisting of the following elements:

- General Education, including business foundation courses in mathematics, economics, statistics and English
- A core curriculum in business subjects common to all BSBA specializations
- A specialization curriculum in Operations Management

Responsibility for the program is vested in the Undergraduate Programs in Business Committee (UPC). Professor Rao Unnava, Associate Dean for Undergraduate Programs, chairs the UPC.

The proposed BSBA-Operations Management program revisions were developed by the UPC and by the faculty in the Management Sciences department. The BSBA Program Proposal was approved at the College Faculty meeting on 19 May 2010. The proposed Operations Management specialization and course offerings were approved by the Management Sciences faculty in autumn 2010 with subsequent review by the UPC.

We concur with the recommendation of the UPC, the Management Sciences faculty and the College Faculty and recommend the proposed BSBA-Operations Management curriculum and courses be approved.

Office of the Dean

Sincerely,



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



Stephen L. Mangum  
Senior Associate Dean and Professor of MHR



January 30, 2011

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

Dear Provost Alutto:

I write on behalf of the Undergraduate Programs in Business Committee (UPC), the faculty of the Management Sciences department and the Fisher College of Business Faculty to recommend the proposed revision to the existing Bachelor of Science in Business Administration Program with a specialization in Operations Management to accommodate the conversion from a quarter system to a semester system schedule.

#### Background

The undergraduate business program was first introduced in 1911. The last major revision of the entire curriculum was in 1994. The General Education portion of the curriculum was revised again in 2006-7. The currently proposed revision represents a significant re-envisioning of the curriculum.

The BSBA is highly regarded. It was last ranked 14<sup>th</sup> overall and 7<sup>th</sup> among public universities in the nation by U.S. News & World Report. The Operations Management specialization was ranked 6<sup>th</sup> (under the category of *Production/Operations Management*), also by U.S. News & World Report.

In 1916, the Fisher College of Business was a founding member of our accrediting organization, the Association to Advance Collegiate Schools of Business. Our last re-accreditation was in 2009. The BSBA was part of that renewal of accreditation. As part of the renewal of accreditation, Assurance of Learning data were compiled and analyzed and are on file with the Office of Academic Affairs. Findings from this review have informed the current proposed revision.

#### Approval

The proposed BSBA-Operations Management program revisions were developed by the Undergraduate Programs in Business Committee (UPC), which I chair, and by the faculty of the department of Management Sciences. The BSBA Program Proposal was approved at the College Faculty meeting on 19 May 2010. The proposed Operations Management specialization and course offerings were approved by the Management Sciences faculty in autumn 2010 with subsequent review by the UPC.

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### **Associate Dean for Undergraduate Programs**

## Curriculum

The BSBA-Operations Management program is an undergraduate program consisting of the following elements:

- General Education, including business foundation courses in mathematics, economics, statistics and English
- A core curriculum in business subjects common to all BSBA specializations
- A specialization curriculum in Operations Management

The general education component was revised substantially using the General Education template as approved by the University in the spring of 2010 but adapting it for particularities of the business curriculum. A comparison of the University template for General Education and the BSBA general education requirements is included in the attachments.

The business core curriculum has been modified, adding some additional topics such as Logistics while trimming coverage in other areas. The overall size of the business core is slightly less than the current business core under quarters. In addition, portions of the business core are intended to be taken in “clusters” of courses. As an example, Business Skills and Environment, Accounting, Statistics, and International Business are intended to be taken in the same semester. It is hoped that such concurrence will enable students to better understand the synergies between the different functional areas of business. A copy of the Business Core Curriculum Proposal is part of the submitted attachments.

The specialization curriculum in Operations Management has been updated as follows; Operations electives now include new courses in Service Operations and Technology Management. All students taking Quality Management will now have an introduction to Six Sigma methodology.

I concur with the recommendation of the UPC, the Management Sciences faculty and the College Faculty and recommend the proposed BSBA-Operations Management curriculum and courses be approved.

Sincerely,



H. Rao Unnava, Ph.D.  
Associate Dean for Undergraduate Programs  
and Professor of Marketing

## Program Rationale Statement

The last major revision of the entire curriculum was in 1994. The General Education portion of the curriculum was revised again in 2006-7. The currently proposed revision represents a significant re-envisioning of the curriculum.

The general education component was revised in accordance with the education template as approved by the university in the spring of 2010. A comparison of the University template for General Education and the BSBA general education requirements is included in the attachments (see section VI). For the Accounting specialization only, a course in intermediate Micro Economics is required in lieu of one of the Open Options.

In its deliberations regarding the business core curriculum, the Undergraduate Program Committee determined as objectives:

- 1) The offering of a broad core business curriculum including introduction to the functional areas of management, coursework in the legal, ethical, and international environments of business, and an introduction to team skills, analytical skills, and communication skills that are particular to business studies;
- 2) Introduction to basic business concepts and language in the freshman year;
- 3) A stronger pre-requisite structure that requires students to complete the business core curriculum before taking courses in their specialization beyond the introductory level; and
- 4) Structuring business core course offerings into logical groupings or “clusters” of courses.

All of these objectives have been incorporated into the proposed curriculum revision. A broad business core curriculum addresses the fact that graduates will be working in cross-functional teams and are likely to work in more than one functional area outside of their specialization.

Previously, students only had exposure to Accounting prior to the Junior year. Business core courses in Finance, Marketing, Management, etc. are not currently taken until the Junior year. Under semesters, students will need to begin their specialization in the Junior year. The proposed revision permits students to take business core coursework earlier, enabling students to make a more informed choice about their specialization. It also provides a broader general business foundation prior to a student’s engaging in the specialization course work.

Structuring business core course offerings in such a way as to have students concurrently enrolled in courses that are synergistic will enable the possibility of cross-course integration while reducing repetition of content across courses.

Finally, the combined marginal reductions in General Education and in the Business Core permit a reduction in overall minimum hours required for the degree from 124 (semester equivalent of the current 186 quarter hours) to 121 in support of the objective of completing the degree within four



years. Students will retain approximately the same flexibility to include curricular enhancements of their choosing in their academic programs.

## List of Semester Courses

See Semester Advising Sheet for a listing of all courses required in the Operations Management Curriculum including General Education.

See General Education: Comparison of University Template & BSBA Requirements for a summary of the college's proposed general education curriculum

Department	Course #	Credits	Title
<b>Required Courses Offered by the Unit</b>			
<b>Business Core</b>			
AMIS	2200	3	Introduction to Accounting I
AMIS	2300	3	Introduction to Accounting II
BUS-FIN	3220	3	Business Finance
BUS-FIN	3500	1.5	Legal Environment of Business
BUS-MHR	2290	1.5	Applied Business Skills and Environment I
BUS-MHR	2291	1.5	Applied Business Skills and Environment II
BUS-MHR	2000	1.5	Introduction to International Business
BUS-MHR	3200	3	Managing Individuals in Organizations: Org Beh & Hum Resources
BUS-MHR	4490	3	Strategic Management
BUS-MGT	2220	3	Decision Sciences: Statistical Techniques
BUS-MGT	2221	1.5	Business Analytics
BUS-MGT	3230	3	Introduction to Operations Management
BUS-M&L	3250	3	Marketing Management
BUS-M&L	3380	1.5	Logistics Management
<b>Operations Management Specialization-Operations Emphasis</b>			
<b>Required</b>			
BUS-MGTSCI	4250	3	Six Sigma Principles
BUS-MGTSCI	4232	3	Operations Planning & Control
BUS-MGTSCI	4239	3	Managing Process Improvement
<b>Options (6 credits required)</b>			
BUS-MGTSCI	4251	3	Six Sigma Projects
BUS-MGTSCI	4233	3	Information Systems in Operations Management
BUS-MGTSCI	4261	3	Purchasing and Supply Chain Management
BUS-MGTSCI	4362	3	Purchasing Strategy

BUS-MGTSCI	4237	3	International Operations Management
BUS-MGTSCI	4234	3	Service Operations
BUS-MGTSCI	4240	3	Management of Technology
BUS-M&L	4380	1.5	Advanced Logistics Management
BUS-M&L	4383	1.5	Supply Chain Management
BUS-MHR	4221	3	Concepts and Competencies for Managing People
<b>Operations Management Specialization-Purchasing &amp; Supply Management Emphasis</b>			
<b>Required</b>			
BUS-MGTSCI	4232	3	Operations Planning & Control
BUS-MGTSCI	4261	3	Purchasing and Supply Chain Management
BUS-MGTSCI	4262	3	Purchasing Strategy
<b>Options (6 credits required)</b>			
BUS-MGTSCI	4250	3	Six Sigma Principles
BUS-MGTSCI	4251	3	Six Sigma Projects
BUS-MGTSCI	4233	3	Information Systems in Operations Management
BUS-MGTSCI	4237	3	International Operations Management
BUS-MGTSCI	4234	3	Service Operations
BUS-MGTSCI	4239	3	Managing Process Improvement
BUS-MGTSCI	4240	3	Management of Technology
BUS-M&L	4380	1.5	Advanced Logistics Management
BUS-M&L	4383	1.5	Supply Chain Management
BUS-MHR	4221	3	Concepts and Competencies for Managing People
<b>Required Courses Offered Outside the Unit (Part of General Education)</b>			
English	1110.01	3	First Year English Composition
Mathematics	1130	4	College Algebra for Business
Mathematics	1131	5	Calculus for Business
Statistics	1430	4	Statistics for the Business Sciences
Economics	2001.01	3	Principles of Microeconomics
Economics	2002.01	3	Principles of Macroeconomics
<b>General Education</b>			
Second Writing Course	2367	3	Second Writing Course (various departments & courses)
Literature	XXXX	3	Literature (various departments & courses)
Arts	XXXX	3	Arts (various departments & courses)

Science	XXXX	10 (3-5 each)	Science (various departments & courses; minimum 1 lab course; minimum 1 bio course & 1 physical science course)
History	XXXX	3	History (various departments & courses)
Culture & Ideas or History or Language Study	XXXX	3-8	Culture and Ideas or History (various departments & courses); Language through second university course (various languages-8 credits)
Open Options	XXXX	6	various departments & courses
Social Diversity	XXXX	0	One course - Typically embedded in other requirements
Global Studies	XXXX	0	Two courses - Typically embedded in other requirements
<b>Business Survey</b>			
Business Survey	1100	1	College of Business Survey
<b>Electives</b>			
			Completion of sufficient free elective hours to total a minimum of 121 total semester credit hours

## OPS MGT-OPERATIONS

### GENERAL EDUCATION CURRICULUM:

#### Writing and Related Skills

COURSE AND #	HRS	SEM/YR
English 1110.01 (to be taken during first year)	3	
2 <sup>nd</sup> Writing Course (2367)	3	

#### Quantitative and Logical Skills

Mathematics 1130/1150	4/5	
Mathematics 1131/1151	5	
Statistics 1430	4	

#### Natural Sciences (Minimum 10 credit hours)

Biological Science	3-5	
Physical Science	3-5	
Other Natural Science (If Needed)	3-5	

**NOTE:** 10 credit hours of Natural Sciences are required (two to three courses). There must be at least one biological science course, one physical science course and one laboratory.

#### Social Sciences

Economics 2001.01	3	
Economics 2002.01	3	

#### Arts & Humanities

History	3	
Literature	3	
Arts	3	
Cultures & Ideas/History/ /Foreign Lang. 1020	3-8	

#### Open Options (Minimum 6 credit hours)

**NOTE:** Open option courses may be selected from among other GE courses, service-learning courses, cross-disciplinary seminars, and/or study abroad for a minimum of six credit hours.

**List courses below:**

Option	3	
Option	3	

#### Social Diversity

**NOTE:** At least one course must be a designated social diversity course (typically embedded in other requirements).

**List course:**

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#### Global Studies

**NOTE:** Two courses must be designated global studies courses (typically embedded in other requirements).

**List courses below:**


**GE Total Hours**

**53-58**

### BUSINESS CORE REQUIREMENTS:

COURSE #	TITLE	HRS	SEM/YR
◇ ACCTMIS 2200	Introduction to Accounting I	3	
◇ ACCTMIS 2300	Introduction to Accounting II	3	
◇ BUSMGT 2220	Statistical Techniques	3	
◇ BUSMGT 2221	Business Analytics	1.5	
◇ BUSMHR 2290	Applied Business Skills and Environment I	1.5	
◇ BUSMHR 2291	Applied Business Skills and Environment II	1.5	
◇ BUSMHR 2000	Intro to International Business	1.5	
▲ ◇ BUSFIN 3500	Legal Environment of Business	1.5	
▲ ◇ BUSML 3380	Logistics Management	1.5	
▲ ◇ BUSFIN3220	Business Finance	3	
▲ ◇ BUSMGT 3230	Intro to Operations Management	3	
▲ ◇ BUSML 3250	Marketing Management	3	
▲ ◇ BUSMHR 3200	Organizational Behavior	3	
× BUSMHR 4490	Strategic Management	3	
▲ Prerequisites to BUSMHR 4490			
◇ Prerequisites to Specialization Courses			
× Course to be taken in your last year			
<b>Business Core Total Hours</b>			<b>33</b>

### SPECIALIZATION: Minimum 2.00 CPHR required to graduate

COURSE #	TITLE	HRS	SEM/YR
<b>Required specialization courses: Operations Management Emphasis</b>			
BUSMGT 4250	Six Sigma Principles.	3	
BUSMGT 4232	Operations Planning & Control	3	
BUSMGT 4239	Managing Process Improvement	3	
<b>Choose Six (6) Credit Hours from the following</b>			
BUSMGT 4251	Six Sigma Projects	3	
BUSMGT 4233	Info Sys. In Operations Mgt.	3	
BUSMGT 4261	Purchasing & Supply Chain Mgt	3	
BUSMGT 4262	Purchasing Strategy	3	
BUSMGT 4237	Intl. Operations Management	3	
BUSMGT 4234	Service Operations	3	
BUSMGT 4240	Management Technology	3	
BUSML 4380	Advance Logistics Management	1.5	
BUSML 4383	Supply Chain Management	1.5	
BUSMHR 4221	Concepts & Competencies for Managing People	3	
<b>Specialization Total Hours</b>			<b>15</b>

### OTHER COURSES & ELECTIVES: (Varies 1-20)

COURSE AND #	TITLE	HRS	SEM/YR
BUSADM 1100/1100H	College of Business Survey	1	
ELECTIVES		14-19	

**B.S.B.A. Total Hours Required**

**121**





## OPS MGT - PURCHASING

### GENERAL EDUCATION CURRICULUM:

#### Writing and Related Skills

COURSE AND #	HRS	SEM/YR
English 1110.01 (to be taken during first year)	3	
2 <sup>nd</sup> Writing Course (2367)	3	

#### Quantitative and Logical Skills

Mathematics 1130/1150	4/5	
Mathematics 1131/1151	5	
Statistics 1430	4	

#### Natural Sciences (Minimum 10 credit hours)

Biological Science	3-5	
Physical Science	3-5	
Other Natural Science (If Needed)	3-5	

**NOTE:** 10 credit hours of Natural Sciences are required (two to three courses). There must be at least one biological science course, one physical science course and one laboratory.

#### Social Sciences

Economics 2001.01	3	
Economics 2002.01	3	

#### Arts & Humanities

History	3	
Literature	3	
Arts	3	
Cultures & Ideas/History/ /Foreign Lang. 1020	3-8	

**NOTE:** At least one course with (a) Western/US focus and one course with a (b) Non Western/Non-US focus required.

List courses below:

**GE Total Hours** **53-58**



### BUSINESS CORE REQUIREMENTS:

COURSE #	TITLE	HRS	SEM/YR
◇ ACCTMIS 2200	Introduction to Accounting I	3	
◇ ACCTMIS 2300	Introduction to Accounting II	3	
◇ BUSMGT 2220	Statistical Techniques	3	
◇ BUSMGT 2221	Business Analytics	1.5	
◇ BUSMHR 2290	Applied Business Skills and Environment I	1.5	
◇ BUSMHR 2291	Applied Business Skills and Environment II	1.5	
◇ BUSMHR 2000	Intro to International Business	1.5	
▲ BUSFIN 3500	Legal Environment of Business	1.5	
▲ BUSML 3380	Logistics Management	1.5	
▲ BUSFIN3220	Business Finance	3	
▲ BUSMGT 3230	Intro to Operations Management	3	
▲ BUSML 3250	Marketing Management	3	
▲ BUSMHR 3200	Organizational Behavior	3	
× BUSMHR 4490	Strategic Management	3	
▲ Prerequisites to BUSMHR 4490			
◇ Prerequisites to Specialization Courses			
× Course to be taken in your last year			
<b>Business Core Total Hours</b>			<b>33</b>

### SPECIALIZATION: Minimum 2.00 CPHR required to graduate

COURSE #	TITLE	HRS	SEM/YR
<b>Required specialization courses: Purchasing &amp; Supply Mgt. Emphasis</b>			
BUSMGT 4232	Operations Planning & Control	3	
BUSMGT 4261	Purchasing & Supply Chain Mgt.	3	
BUSMGT 4262	Purchasing Strategy	3	
<b>Choose Six (6) Credit Hours from the following</b>			
BUSMGT 4251	Six Sigma Projects	3	
BUSMGT 4233	Info Sys. In Operations Mgt.	3	
BUSMGT 4250	Six Sigma Principles.	3	
BUSMGT 4239	Managing Process Improvement	3	
BUSMGT 4237	Intl. Operations Management	3	
BUSMGT 4234	Service Operations	3	
BUSMGT 4240	Management Technology	3	
BUSML 4380	Advance Logistics Management	1.5	
BUSML 4383	Supply Chain Management	1.5	
BUSMHR 4221	Concepts & Competencies for Managing People	3	
<b>Specialization Total Hours</b>			<b>15</b>

### OTHER COURSES & ELECTIVES: (Varies 1-20)

COURSE AND #	TITLE	HRS	SEM/YR
BUSADM 1100/1100H	College of Business Survey	1	
ELECTIVES		14-19	

**B.S.B.A. Total Hours Required** **121**





## OPERATIONS MANAGEMENT

### GENERAL EDUCATION CURRICULUM:

#### Writing and Related Skills

COURSE AND #	HRS	QTR/YR
English 110 (to be taken during first year)	5	
2 <sup>nd</sup> Writing Course	5	

#### Quantitative and Logical Skills

Mathematics 130/150	4/5	
Mathematics 131/151	4/5	
Mathematics 132/152	5	
Computer Science & Engineering 200	5	
Statistics 133	5	

#### Natural Sciences

Natural Science Sequence I	5	
Natural Science Sequence II	5	
Other Natural Science	5	
Other Natural Science	5	

**NOTE:** Four science courses are required. There must be at least one physical and one biological science, one sequence, and one lab.

#### Social Sciences

Economics 200	5	
Economics 201	5	
Other Social Science	5	
Other Social Science (non-economics)	5	

#### Arts & Humanities

History	5	
Literature	5	
Visual and Performing Arts	5	
Cultures & Ideas/Lit/VPA/Hist/Foreign Lang. 102	5	

**NOTE:** At least one course with (a) US/Europe focus and one course with a (b) Non-US/Non-Europe focus required.

List courses below:

(a)	(b)
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#### Social Diversity

**NOTE:** At least one course must be a designated social diversity course. May overlap with one other GEC category when appropriate.

List course:

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**GEC Total Hours**

**93-95**

### BUSINESS CORE REQUIREMENTS:

COURSE AND #	TITLE	HRS	QTR/YR
ACCTMIS 211	Introduction to Accounting	5	
ACCTMIS 212	Introduction to Accounting	5	
◇ BUSMGT 330	Statistical Techniques	5	
◇ BUSMGT 331	Operations Research, Modeling & Applications	4	

**You must be admitted to the major program to take the following courses (excluding Economics Option):**

◇ BUSADM 499	Business Skills and Environment	4	
BUSADM 555	Intro to International Business	4	
▲ BUSFIN 510	Legal Environment of Business	4	
ECON Option	ECON 501, 502, 520, 530, 570, or 580	5	
Choose one:			
▲ BUSFIN 620	Business Finance	4	
▲ BUSMGT 630	Intro to Operations Management	4	
▲ BUSML 650	Marketing	4	
▲ BUSMHR 701	Organizational Behavior	5	
× BUSADM 799	Business Policy	4	

▲ Prerequisites to BUSADM 799

◇ Prerequisites to Specialization Courses

× Course to be taken in your last year

**Business Core Total Hours**

**57**

### SPECIALIZATION: Minimum 2.00 CPHR required to graduate

COURSE AND #	TITLE	HRS	QTR/YR
BUSMGT 731	Quality Mgt	4	
BUSMGT 732	Operations Planning & Control	4	
BUSMGT 739	Managing Process Improvement	4	

**Required specialization courses: Purchasing Emphasis**

BUSMGT 732	Operations Planning & Control	4	
BUSMGT 735	Purchasing & Materials Mgt	4	
BUSMGT 736	Purchasing Strategy	4	

**Choose two from the following:**

BUSMGT 733	Info Systems in Operations Mgt	4	
BUSMGT 737	International Operations Mgt	4	
BUSMHR 704	Concepts & Competencies for Managing People	4	
BUSML 780	Logistics Mgt	4	
BUSMGT 710*	Six Sigma Principles	4	
BUSMGT 711*	Six Sigma Projects	4	
BUSMGT 735**	Purchasing & Materials Mgt	4	
BUSMGT 736**	Purchasing Strategy	4	
BUSMGT 739**	Managing Process Improvement	4	

\*Operations Emphasis Only; \*\*Purchasing Emphasis Only

**Specialization Total Hours**

**20**

### OTHER COURSES & ELECTIVES: (Varies 1-20)

COURSE AND #	TITLE	HRS	QTR/YR
BUSADM 100/100H	College of Business Survey	1	
ELECTIVE			
ELECTIVE			
ELECTIVE			

**B.S.B.A. Total Hours Required**

**186**

For potential updates visit [fisher.osu.edu](http://fisher.osu.edu).



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COLLEGE OF BUSINESS

## SAMPLE SCHEDULE MODEL

Actual student schedules will vary based on math placement, transfer, PSEO or AP credit, participation in honors programs, dual degree programs, ROTC, study abroad, or internship opportunities. Please consult with a Fisher College of Business academic counselor.

	AUTUMN QTR	HRS		WINTER QTR	HRS		SPRING QTR	HRS
<b>Freshman Yr (Rank 1)</b>	MATH 130/150*	4/5		MATH 131/151	4/5		MATH 132/152	5
	GEC	5		GEC/ENGLISH 110.01	5		ECON 200	5
	GEC	5		CSE 200	5		GEC	5
	BUSADM 100	1		ELECTIVE	1		ELECTIVE	1
		<b>15-16</b>			<b>15-16</b>			<b>16</b>
*Math Placement determined by examination								
<b>Sophomore Yr (Rank 2)</b>	STAT 133	5		BUSMGT 330	5		BUSMGT 331	4
	ACCTMIS 211	5		ACCTMIS 212	5		GEC	5
	ECON 201	5		GEC	5		GEC	5
	ELECTIVE	2		ELECTIVE	1		ELECTIVE	1
		<b>17</b>			<b>16</b>			<b>15</b>
<b>Junior Yr (Rank 3)</b>	GEC	5		GEC	5		GEC	5
	BUSFIN 620	4		ECON 5XX	5		BUSADM 555	4
	BUSML 650	4		BUSMHR 701	5		BUSFIN 510	4
	BUSADM 499	4		BUSMGT 630	4		ELECTIVE	1
		<b>17</b>			<b>18</b>			<b>14</b>
<b>Senior Yr (Rank 4)</b>	GEC	5		BUSMGT 731/736	4		BUSMGT 739/732	4
	BUSMGT 732/735	4		OPS Option 2	4		BUSADM 799	4
	OPS Option 1	4		GEC	5		ELECTIVE	5
	ELECTIVE	2		ELECTIVE	2			
		<b>15</b>			<b>15</b>			<b>13</b>
<b>Minimum number of hours required for the B.S.B.A. degree = 186</b>								

**NOTES:**

- The new GEC requirements apply to students beginning their careers as regularly enrolled college students Summer Quarter 2007 or later (some of these students may have earned more than 45 hours of transfer credit completed while they were enrolled in high school); and to transfer students admitted to the university for Summer Quarter 2007 or later who have earned fewer than 45 hours of transfer credit.
- Courses numbered less than 100 (i.e. 050, 075) are considered remedial and will not be used towards hours required for graduation.
- The credit hours for a repeated course will not be counted more than once towards hours required for graduation.

PREREQUISITE STRUCTURE FOR OPERATIONS MANAGEMENT	
BUSMGT 710	BUSMGT 330 & 630; PERMISSION OF INSTRUCTOR
BUSMGT 711	BUSMGT 710
BUSMGT 731	BUSMGT 330, 331 & 630; BA 499
BUSMGT 732	BUSMGT 330, 331 & 630; BA 499
BUSMGT 733	BUSMGT 630; CSE 200; BA 499
BUSMGT 735	BUSMGT 630; M&L 650; BA 499
BUSMGT 736	BUSMGT 330, 331 & 630; BA 499
BUSMGT 737	BUSMGT 630; BA 499
BUSMGT 739	BUSMGT 330, 331 & 630; BA 499
BUSMHR 704	BUSMHR 701; BUSMGT 330
BUSML 780	BUSML 650; BUSMGT 330 & 331; BA 499

## TRANSITION POLICY

The Fisher College of Business is committed to assuring the academic progress of our undergraduate students throughout the planning and implementation of the conversion from quarters to semesters. We think the quality and value of our Bachelor of Science in Business Administration (BSBA) degree will be improved under the new semester curricula, and that the transition will occur without increasing time to degree.

We feel that through specialized communication and advising, we will be able to prepare students for the transition to semesters. We will begin the process by messaging to “Completers,” students who are potentially able to complete the BSBA degree under quarters before summer of 2012.

We plan to offer information and group advising sessions, as well as individual appointments for students to explain the transition to semesters. The initial information and group advising sessions will provide students with sample transition plans and the information needed to complete a Transitional Academic Plan (TAP). Each business student will be asked to complete a TAP either at the conclusion of an information session or during an individual appointment. The TAP will provide a student with an individualized plan for degree completion including specific course requirements, course sequencing and quarter to semester schedule modeling.

The BSBA programs listed below are examples of generic BSBA transition plans based on entrance year. These plans are just starting points and will be further developed during individual appointments with students. TAPs will be specific to each student and will be based on their specialization within the BSBA program.

### BSBA-Generic Curriculum Plans:

1. BSBA-Generic curriculum plans for students starting autumn 2009 (seniors autumn 2012):

<u>Autumn 2012</u>	<u>Hrs</u>	<u>Spring 2013</u>	<u>Hrs</u>
Major course	3	BUSMHR 4490	3
Major course	3	Major Course	3
Major course	3	Major/Free Elect.	3
Major course	3	Major/Free Elect.	3
Major/Free Elect.	3	Free Elect.	3

2. BSBA-Generic curriculum plans for students starting autumn 2010 (juniors autumn 2012):

<u>Autumn 2012</u>	<u>Hrs</u>	<u>Spring 2013</u>	<u>Hrs</u>
BUSFIN 3220	3	BUSML 3380	1.5
BUSMHR 2291*	1.5	BUSFIN 3500	1.5
BUSMHR 2000	1.5	BUSML 3250	3
BUSMHR 3200	3	BUSMGT 3230	3
GEC	3	Major course	3
GEC	3	Major course	3

<u>Autumn 2013</u>	<u>Hrs</u>	<u>Spring 2014</u>	<u>Hrs</u>
Major course	3	BUSMHR 4490	3
Major course	3	Major Course	3
Major/Free Elect.	3	Major/Free Elect.	3
Major/Free Elect.	3	Major/Free Elect.	3
GEC	3	GEC	3

Notes:

- GEC hours completed under quarters are multiplied by 2/3 to give equivalent hours. Total GEC hours from converted quarter courses plus those taken under semesters must equal total GE hours required under semesters.
- If a student completes BUSADM 499 prior to Summer 2012 they will not be required to complete BUSADM2291.\*

3. BSBA-Generic curriculum plans for students starting autumn 2011 (sophomores autumn 2012):

<u>Autumn 2012</u>	<u>Hrs</u>	<u>Spring 2013</u>	<u>Hrs</u>
ACCTMIS 2200	3	ACCTMIS 2300	3
BUSMGT 2220	3	BUSMGT 2221	1.5
BUSMHR 2291	1.5	BUSFIN 3220	3
BUSMHR 2000	1.5	BUSFIN 3500	1.5
GEC	3	GEC	3
GEC	3	GEC	3

<u>Autumn 2013</u>	<u>Hrs</u>	<u>Spring 2014</u>	<u>Hrs</u>
BUSML 3380	1.5	Major course	3
BUSML 3250	3	Major course	3
BUSMGT 3230	3	Major/Free Elect.	3
BUSMHR 3200	3	GEC	3
GEC	3-4	Free Elect.	3

<u>Autumn 2014</u>	<u>Hrs</u>	<u>Spring 2015</u>	<u>Hrs</u>
Major course	3	BUSMHR 4490	3
Major course	3	Major Course	3
Major/Free Elect.	3	GEC	3
Major/Free Elect.	3	Free Elect.	3
GEC	3	Free Elect.	3

Notes:

- This curriculum plan assumes that students will complete Mathematics, CSE 200, STAT 133 and ECON 200 & 201 during Autumn 2011-Spring 2012.

- A bridge course of Applied Business Skills and Environment I will be offered winter 2012 for students admitted Autumn 2011.
- GEC hours completed under quarters are multiplied by  $\frac{2}{3}$  to give equivalent hours. Total GEC hours from converted quarter courses plus those taken under semesters must equal total GE hours required under semesters.
- Students specializing in International Business will need to complete the foreign language requirement through the equivalency of quarter course 104.
- Students specializing in Information Systems should complete Math 3366 and CSE 1223 and 1233 in the first two years of their academic program.

## General Education: Comparison of university template & BSBA requirements

ULAC Requirements	Units	Business	Units
Writing (110 & 367 successors)	6	Writing (110 & 367 successors)	6
Literature	3	Literature	3
Arts	3	Arts	3
Math	3-5	Math (Math 1130-4 & Math 1131-5)	9
Data Analysis	3	Data Analysis (Statistics 1430)	4
Science (including one Biological, one Physical, & one Lab course)	10	Science (including one Biological, one Physical, & one Lab course)	10
Historical Study	3	Historical Study	3
Social Science	6	Social Science (Econ 2001.01 & 2002.01)	6
Culture & Ideas or Historical Study	3	Culture & Ideas or Historical Study or Foreign Language through the second university course <sup>1</sup>	3-8
Open Options <sup>2</sup>	6	Open Options <sup>2</sup>	6
Language Proficiency Level	0-12	(See Cultures & Ideas, etc...)	0
Social Diversity (embedded in other requirements)	0	Social Diversity (embedded in other requirements)	0
Global Studies (2 courses; one Western & one non-Western; embedded in other requirements)	0	Global Studies (2 courses; one Western & one non-Western; embedded in other requirements)	0
<b>Total Units</b>	<b>46-60</b>	<b>Total Units</b>	<b>53-58</b>
Percentage of 121 Units without Language	38%	Percentage of 121 Units without Language	44%
Percentage of 121 Units with Language	50%	Percentage of 121 Units with Language (International Business only)	51%

<sup>1</sup> Proficiency in a modern foreign language through the third university course required for International Business Specialization only-12 hours

<sup>2</sup> Open Options experiences can be selected from any of the following: another GE approved course, service learning course, cross-disciplinary seminar (597 successor and new) and Education Abroad





## Coverage of Spreadsheet Skills for Fisher Undergraduate Students Under Semesters

I. Under quarters students in the Fisher College of Business complete CSE 200 as part of the requirements of the undergraduate program. The course is neither part of the General Education Requirements nor the Business Core Curriculum requirements.

II. During semester conversion discussions, the Undergraduate Program Committee at Fisher decided that the current offering of CSE 200 is not optimal for students and that a different course was needed to better address the needs of business students given changes in the skill set that students increasingly bring with them to college and also to better mesh with the rest of the business curriculum.

Among the issues identified, three were primary. First, the combined effect of the OSU general education requirements and the professional licensure/accreditation requirements of some of our business specializations is such that Fisher business students have little elective choice in their programs of study, especially given our efforts to do due diligence to the university's stated objective of having a 121 total semester hour target (when a straight conversion our total hour requirement would be 124 rather than 121). The resulting lack of free elective flexibility is a competitive disadvantage relative to some other business programs. Freeing up credit hours where we can do so helps address this issue. Second, a growing number of students arrive on campus already possessing the basic spreadsheet skills needed for business school purposes, and we expect the number of students arriving with the necessary base spreadsheet skills to increase over time. Third, the skills component of the CSE 200 course teaches both Excel skills and Access skills but Access skills are not critical for our undergraduate students in their program of study. A spreadsheet course which does not include Access better meets our purposes.

III. A number of options were considered by the Undergraduate Program Committee in seeking to address the issues identified above. A first decision taken was that spreadsheet skill applications would be embedded to an increased degree in required courses (e.g. Statistics, Accounting, and Modeling) and also into selected major courses, thereby altering the amount of basic Excel training needed upfront in the program. Beyond this decision, a first option was a course required of all students in the undergraduate business program but one more focused on business needs, as described above. A second option was a specialized course for each major/specialization, with each major deciding their requirements separately. A third option was dropping the spreadsheet course entirely and moving to a proficiency test format with students gaining proficiency before arriving on campus through either prior exposure or any of a number of internet based commercial products readily available.

IV. Working on these options over recent months and with some interaction with CSE, we settled on the option of a one credit hour course that would be required of all students in the UG business program (except for those passing an EM test), the course having the following characteristics:

- Delivered by CSE
- Self-paced, and online (if possible, the course would be a blended delivery model, rather than predicated on regularly scheduled classes), offered as a seven-week module, with lab support so students receive help from TAs as needed.
- Students able to take an EM test and qualify to opt out of the course.

- Students to complete this course requirement to be eligible to take core courses at Fisher beginning with the first semester of their second year, consequently students would finish this requirement by the end of the freshman year.
- The list of topics to be covered in this new course follows at the end of this memo (see below)

V. To date we have not reached closure with CSE as to whether they are willing to deliver the course described here. A willingness has been expressed to work with us on developing the learning outcomes that are achievable within the one-hour course but there is disagreement as to whether what we have outlined below is achievable within a one credit hour course. Fisher faculty with the relevant skills and background believe this to be readily doable. As a result there is some internal push to offer the one hour course internally in the absence of a CSE solution. CSE appears to believe that a 1-cr-hr course is either inadequate or that it is inappropriate as a replacement for a 5-cr-hr requirement. In a sense we are in agreement with the latter point. We do not view the new course as a replacement for the 5 credit hour CSE 200 course. Instead we no longer see a need for CSE 200 in our curriculum and are looking for a new one credit hour course along the lines that we have outlined below.

#### Basic Spreadsheet Tasks

Moving to the Top of the Sheet  
 Splitting the Screen  
 Selecting a Range  
 Selecting Multiple Ranges  
 Copying and Pasting  
 Copying and Pasting with the Special/Values Option  
 Moving (Cutting and Pasting)  
 Absolute/Relative References  
 Inserting and Deleting Rows or Columns  
 Filling a Series  
 Summation Button  
 Transposing a Range

- Basic cell formatting
  - Number formatting
  - Use of cell styles (accounting, number, percent)
  - Increase/decrease decimals button
  - Cell alignment
  - Font size and type
  - Borders
  - Font color and shading
- Copying formats from one cell to another (paintbrush tool)
- Absolute cells in formulas (F4 key)
- Editing and correcting cell formulas
- Showing and printing actual formulas in a cell
- Inserting symbols
- Inserting headers, footers, and page numbers

- Sorting data
- Use of spell check
- Using multiple worksheets within one Excel file
- Referencing multiple worksheets in an equation
- Nesting functions (e.g., =IF(SUM(A1.A3)>0,SUM(A1.A3),0))
- Basic embedding and linking of Excel sheets into Word or PowerPoint presentations
- Selecting an entire worksheet (upper left hand corner diamond button)
- Copy and paste special, to keep formatting or to copy only values or to copy as a picture (to create an object)
- Merge cells and wrapping text

#### Basic Excel Functions

SUM Function  
COUNT, COUNTA Functions  
AVERAGE Function  
MAX, MIN Functions  
SUMPRODUCT Function  
IF Function  
VLOOKUP, HLOOKUP Functions  
Paste Function (fx) Button

#### Working with Dates

How Dates Are Stored  
How Excel Deals with the Y2K Problem  
NOW, TODAY Functions  
YEAR, MONTH, DAY, WEEKDAY Functions  
DATEDIF Function  
DATE, DATEVALUE Functions

#### Statistical Functions

MEDIAN, MODE Functions  
PERCENTILE, QUARTILE Functions  
RANK, LARGE, SMALL Functions  
STDEV, VAR Functions

#### Analysis

Data Tables  
Basic Pivot Tables  
Graphing  
Printing outputs

**Appendix: History of Undergraduate Core Development for Semester Conversion**

Note: This is the original proposal regarding the development of the undergraduate business core that was presented to the college faculty for approval at the 19 May 2010 college faculty meeting. Elements that were subsequently modified or not approved are noted. Appendix A has been formatted for Word and included.

1. Should the core be broad or restricted to functional areas?

The Undergraduate Program Committee (UPC) decided to offer a broad core to Fisher undergraduates. In addition to the functional areas, the UPC believes that topics such as Business Law, International Business, Communication and team skills, Logistics and Business technologies are critical and should be taught to all students graduating from Fisher. A broad core is followed by all of our competitive schools as well.

2. What are the main changes in the redesigned core?
  - a. Three courses have been reduced from full courses to half courses (International Business, Business Law, and Operations Research/Business modeling).
  - b. International Business is offered as a core course only in University of Minnesota among our benchmark schools. The UPC discussed this issue and concluded that in the global business era, it is important for all Fisher students to understand global business issues. Thus, the course was reduced to half-a-course, with other functional core subjects adding international business issues in their coverage. International Business experience is also offered in the form of exchange programs and elective treks.
  - c. Operations research is taught as a core subject in very few schools. This may be related to advances in computing. The UPC believes that all Fisher students should have a good foundation in modeling business decisions. This will be accomplished by compressing the statistics/OR requirement into one-and-a-half courses and adding business modeling to the curriculum.
  - d. Business Law is taught as a core course in every business school, but the trend has been to combine law and ethics into one course. The UPC decided to offer Business Law as one half-course and Ethics as another half course. Ethics is explicitly added to the curriculum for the first time in Fisher. Further, the course on ethics will be used to teach oral and written communication skills to the students.
  - e. A half course on Logistics is added to the curriculum based on the increasing importance of supply chain management in today's businesses.
  - f. A half course on MIS/IT is proposed to be added to the curriculum to impart knowledge of business technologies to the students. Currently, Fisher students do not receive exposure to the various business technologies (e.g., Oracle, SAP), or how information systems are designed in businesses. This course is expected to fill this gap. Several of our peer schools offer a course on

MIS or IT. (The addition of this course to the curriculum was not approved by the College faculty.)

- g. A half course on “Introduction to Business” is added to the curriculum in the first year. All students will receive exposure to the topics of value creation, how businesses benefit society, the role of regulation, etc.

**Proposal for Undergraduate Core in the Semester System**

**Introduction**

The undergraduate program at Fisher College of Business has the following learning objectives:

1. *Graduates possess strong analytical and problem-solving skills to identify and critically assess problems facing contemporary businesses.*
2. *Graduates demonstrate in-depth knowledge of at least one functional area of a business*
3. *Graduates possess a global perspective and can critically evaluate the international context a contemporary business operates in.*
4. *Graduates can identify and assess ethical issues surrounding business decisions*
5. *Graduates are able to work effectively in a team-based environment*
6. *Graduates demonstrate professional deportment and effective oral and written communication skills.*

These learning objectives are achieved through a mix of core courses that every undergraduate student at Fisher is required to take, and a set of courses based on the student’s area of specialization. Currently, there are 13 specializations offered at Fisher. They are:

Accounting	General Business <sup>2</sup>	Marketing	Risk Management
Aviation Management <sup>1</sup>	Human Resources	MIS	Special Area <sup>3</sup>
Economics	International Business	Operations Management	
Finance	Logistics	Real Estate	

<sup>1</sup>Offered under the “Special Area” option

<sup>2</sup>Offered at regional campuses only

<sup>3</sup>“One-of-a-kind” specialization option

**Core Courses**

Currently, in the quarter system, the following core courses are required of every undergraduate student:

Accounting 211	Accounting 212	BA 330 (Bus. Stat)	BA 331 (OR)
BA 499 (presentation skills)	BA 510 (law)	BA 555 (International marketing)	Finance 620
Operations 630	Marketing 650	MHR 701	BA 799 (Capstone)

**Issues with the current core offering:**

- a. The core courses are offered in section sizes that vary by course and the overall core experience is not uniform and consistent
- b. There is no prerequisite structure in place that necessitates completing the core courses before students take courses in their specialization. This has led to several students taking core courses in the last two quarters of stay at Fisher.
- c. There is no communication between faculty offering core courses in the college. This leads to repetition of some materials and an absence of connection in students' minds about the various functions in business.
- d. The core curriculum was put in place in 1994 and the structure has not been changed to reflect changes in business education.

**Development of Semester Core Courses**

Process:

The Undergraduate Program Committee met several times over the last six months to develop a revised core curriculum. Benchmarking data was compiled from several programs that were considered to be our peers or our aspiration schools. **Appendix A** consists of summary information from our benchmarking core content in various schools. **Appendix B** contains some more detailed information on six schools.

The benchmarking revealed striking commonalities among programs in terms of the number and types of courses that were included in the core. Almost all programs included Accounting (financial and managerial), Finance, Marketing, Operations, and Human Resources, Business Law, two courses in statistics/modeling, Micro and Macro economics, Business Policy, and some form of a course on communication.

Various programs differed in their core curriculum in minor terms (e.g., not having one or two courses included in the core, having an advanced course in the core). Most programs did not appear to regulate when during the course of study a student might take certain core courses. A couple of schools have students completing their core curriculum either in a specific order, or by the time they start taking courses in their specialization.

In addition to the benchmarking, student members of the Program Committee provided input on the perceptions of students about the various core courses being offered. Based on these inputs, a core curriculum spanning three semesters was designed by the committee. The details of this core are provided below.

**Proposed Core Curriculum**

The proposed core curriculum is presented below.

<b>Current core course</b>	<b>Proposed core course</b>	<b>Comment</b>
Accounting 211	Accounting 1	No change, content revisited
Accounting 212	Accounting 2	No change, content revisited
Bus Mgt 330	Business Statistics	See comment for next course
Bus Mgt 331	Business Modeling	330 and 331 are now reduced to the equivalent of 1.5 courses, or 4.5 credits. Content being designed in collaboration with Statistics department.
BA 499	Business Ethics	Course reduced to half-course. Ethics will be used as the platform on which student oral and written communication skills will be taught
BA 510	Business Law	Reduced to 0.5 course equivalent. Core courses will provide exposure to discipline-specific legal issues.
BA 555	International Business	Reduced to 0.5 course equivalent
BA 620	Finance	No change, content revisited
BA 630	Operations	No change, content revisited
BA 650	Marketing	No change, content revisited
BA 701	Human Resources	No change, content revisited
BA 799	Cap Stone	No change, content revisited
	Logistics	New half-course introduced
	Business Information Systems <sup>1</sup>	New half-course introduced
	Introduction to Business and Sustainability	New half-course introduced

<sup>1</sup>Business Information Systems was not approved by the College faculty

In addition to the changes proposed in the core curriculum, the committee also proposes offering the courses in three clusters. The three clusters are presented below.

Cluster A: Accounting 1, Statistics, Intro to Business, Ethics, International Business

Cluster B: Accounting 2, Finance, Business Modeling, Business Law

Cluster C: Human Resources, Marketing, Logistics, Operations Management, Business IT

*Note: Business IT was deleted from Cluster C. The faculty also approved allowing students to take one course from Cluster C with either Cluster A or Cluster B if desired.*



Students will have the option of completing the three clusters in two sequences – ABC, or CAB. The first sequence is expected to appeal to students who are interested in majoring in accounting and finance. The second sequence will give an early introduction to those students who are interested in other majors so they can make up their mind.

The proposed core has the following points of distinction:

- a. The core is laid out in a three-semester sequence that is expected to be completed by the end of the junior year for all students.
- b. Courses are not offered individually, but blocked together with other courses. This will enable integration efforts across disciplines within each block.
- c. The core formalizes a course on ethics. Several recruiters, alumni, and Dean’s Advisory Council members have advised us to include ethics in the core curriculum.
- d. The core introduces a course on business information systems. A course on business IT is offered at many competitor schools (Michigan, Texas, Indiana, Minnesota, Purdue) which we have not been able to offer until now (was not approved by the college faculty).
- e. The core introduces principles of sustainability in the introduction to business course. This course will also introduce the concepts of business strategy and case analysis.
- f. A new course on logistics is introduced in the core. This course is offered in collaboration with the operations management course, and is reflective of the high rankings Fisher receives in both of these areas.

Delivery issues:

- a. Students will take the core sequence starting in the second semester of their sophomore year, or sooner, depending on their progress in the program. The impact of blocked structure on various majors is being examined.
- b. Students cannot sign up for parts of the block, and will have to take all courses within the block. The implications of this for articulation agreements in place need to be worked out.
- c. Students who fail one of the courses in a block need to repeat the course. The possibility of using either the mini-May term or summer term for such occurrences is being considered.
- d. A process has to be put in place to ensure that students complete their core courses by the end of the junior year.

Other issues:

- a. The delivery of the core courses is currently quite diverse. Core classes range in size from sections of 40 to 300 with options in between. This will have to be standardized with one or two models being offered for consistency purposes.
- b. The issue of integration between courses in a given block is yet to be worked out.



BUSINESS CORE (Credits/Hours distribution)	OSU	ILLINOIS	IOWA	INDIANA	MICHIGAN	MSU	MINN	PSU	PURDUE	WISCONSIN	TEXAS
Stats I	5	3	4	3	3	3	4	3	3	3	3
Stats II	5	3	3					program dep.	3		
Ops Research	4					3			3		
CIS	5	3	3	3	1.5	3		3	3		
CIS II											
MIS/IT				3	1.5	3	3	3	3		3
Micro Econ	5	3	4	3	3	3	4	3	3	3	3
Macro Econ	5	3	4	3	4	3	4	3	3	3	3
Fin Acct I	5	3	3	3	3	3	4	4	3	3	3
Mgr Acct II	5	3	3	3	3	3	3	3	3	3	3
Intro to BUS			3				3				
Bus Law I	4	3	3	3	3	3		3	3	3	3
Bus Law II					3						
Intl Bus	4						3				
Upper Div Econ I	5	3			3	3			3		
Upper Div Econ II						3					
Intro Mgt			3	3			3				
Fin	4	3	3	3	3	3	3	3	3	3	3
Ops Mgt	4		3	3	3		3	3	3	3	3
Org Behavior	5	3		3	3	3	3	3	3	3	3
Mktg	4	3	3	3	3	3	3	3	3	3	3
Policy/Strategy	4	3		3	3	3	3		3		
Other BUS	Bus skills & environ.			acct skills	Bus. Com.	supply chain mgt.	career skills (1 cr)	supply chain	HR management	prof. comm.	finance II
Other BUS				career1			bus communication		Career Management	Breadth Course	Internship
Other BUS				career2						Breadth Course	
										Must take 2 other Bus. Class outside their major	

## Appendix B

### Michigan

45+ business credits

36 credits in core courses, taken in sequence, together with a cohort

9+ credits in electives

54+ non-business credits

Humanities – 9+ credits

Natural science and/or Math 9+ credits

Social science (excluding econ 101 and 102) 9+ credits

Foreign language

TOTAL 120 credits

Fall: Accounting, Applied Economics, Personal productivity with IT (1.5 cr), Macro economics

Winter: Accounting, Intro to business communication (1.5 cr), Business statistics

Fall: Financial management, business communication (1.5 cr), Marketing

Winter: Business Information systems (1.5), Behavioral theory in mgt., Operations management

Fall: Strategy

Comment: Only one program that we could find that suggested lock-step sequencing of core courses.

## Indiana University

As part of the minimum 124 credit hours required for the **Bachelor of Science (B.S.) in Business** degree, you'll take **15 I-Core Prerequisites**, choose from an array of non-business courses to fulfill the 27 credit hour **General Education Core** requirement, complete the **Integrative Core (I-Core)**, take three required **junior/senior business and economics courses**, and gain specialized knowledge in one or more **major areas of business**. You'll also diversify your perspective on the world through internationally-focused courses to fulfill the six credit hour **International Dimension Requirement**. At least 48 credit hours of the required courses are taken in business and economics, and a minimum of 62 credit hours of courses—essentially half your degree requirements—are taken in areas outside business and economics.

48 hours of business and econ courses, 62 credits of non-business courses

TOTAL = 124 credit hours to graduate

### Prerequisites for I-core:

Business presentations, Business communications, Finite mathematics, Survey of calculus, Computers in Business, Technology (Excel), Basic Accounting skills, Intro to financial accounting, Intro to managerial accounting, Legal environment of business, Intro to microeconomics, Statistical analysis, Corporate social strategy. (TOTAL OF 15 COURSES).

### 27-hour General Education Core:

Arts and humanities

Social and historical studies (excluding econ)

Natural and Mathematical sciences

### I-Core

Financial management, Strategic Management, Marketing management, Operations management, I-core discussion (2 credit hours, includes a ten-day case study)

### International dimension requirement

Six credit hours of language OR approved overseas program OR other courses with international flavor

### Required Junior Year courses

Managing and Behavior in organizations

Intro to macro economics

### Required senior year course

Business career planning and placement (2 cr)

### Majors

Varying requirements

**Comment:** Similar to our model, except for I-core which is their point of differentiation. Our proposal addresses integration by clustering courses.

## UT Austin

Courses to declare major:

Career planning strategies, Micro econ, Macro econ, Calculus (both differential and integral)

Lower division business core:

Financial accounting, Managerial accounting, Statistics, MIS (four courses)

Upper division business core:

Business communication, Statistics and modeling, Business law, *Organizational behavior OR Operations management*, Marketing, Finance (six courses)

Specialization

Comment: Core courses are divided into two parts, and upper division core can be taken only after lower division core. Some type of clustering, and prerequisite structure is embedded.

## Penn State University

### Entrance to Business requirements:

Complete courses in:

English (3)

Micro and Macro econ (6)

Math (4)

Stat (4)

Financial accounting (4)

Law and ethics (4)

Business Information Systems (3)

C or higher required in law, stat, accounting, math, and Information Systems courses.

3.0 GPA for admission into business school.

1. Students will be reviewed at the end of the spring 2010 semester during the period of May 18-28, 2010 to verify they have successfully completed remaining entrance to major courses and maintained the required cumulative GPA
2. Students who have not successfully completed remaining entrance to major courses will no longer be eligible for a major in Smeal and will receive notification June 1, 2010 that they will be switched to Non-Degree Status as of July 1, 2010.
3. Students who successfully completed all entrance to major courses but did not maintain the required cumulative GPA for their conditional offer will be reviewed for their possible second or third choice of major based on space availability and meeting all established course and cumulative GPA criteria for the desired major. Students will be notified through an email by June 4, 2010.

### Core:

To be finished by the end of the sophomore year

Three courses (Finance, Marketing, Management and Organizations, 3 cr hr each)

Then, specialization.

Comment: Smaller core. Accounting, Law and Business Information Systems are included in pre-core. Additional core course in supply chain management given their strength in the area.

## University of North Carolina

### Pre-Core:

English (2 courses)

Math (Calculus based)

Econ (3 courses – basic intro, micro, and macro)

Management and Financial accounting (2 courses)

Statistics

ALL COURSES COMPLETED WITH A 'C' OR BETTER.

### Core courses:

Management communication (3)

Business computing skills (2)

Business analytical applications (3)

Operations management (3)

Legal and ethical environment (3)

Organizational behavior (3)

Principles of Marketing (3)

Financial statement analysis (3)

Corporate Finance (3)

Advanced corporate finance (1.5)

Strategic management (3)

Then, during senior year, they take five courses in their major area.

Comment: Very similar to our core, but more finance-oriented. Advanced corporate finance and financial statement analysis are required of all majors.



## University of Southern California

### Pre-Major requirements:

Writing

Mathematics (2 courses)

Economics (2 courses)

### Core

Organizational behavior

Business statistics

Accounting 1

Accounting 2

Marketing

Operations

Finance

Economic Analysis

Business communication

Then, specialization.

Comment: Similar to our core. Economic Analysis is equivalent to our statistics modeling course.

## Emory University

64 credit hours before admission to business school, 74 credit hours in business school, total of 138 credit hours to graduate.

### Junior year courses

Finance  
Process and Systems Management  
Strategic Management  
Marketing  
Managerial Accounting  
Organization and management  
Two electives  
Business communications (2 cr )  
Junior seminars (2 cr )

### Senior year courses

Legal environment  
Eight electives (three in area of focus, at least one international elective required)  
Senior seminars (2 cr)

(Junior seminars consist of a series of speakers and symposia scheduled throughout the junior year that focus on building leadership, communications, career development, business computing, and academic skills. Senior seminars are designed to give students professional and industry-specific knowledge that falls outside the scope of traditional BBA courses.)

Comment: Similar to other core courses, with two interesting points of distinction. First, the use of seminars to work on softer skills, and senior seminars that are similar to our concept of clusters.

## University of Illinois

124 Credit hours needed to graduate.

### Business core:

Accounting (2 courses)

Legal environment

Marketing

Management and organizational behavior

Business policy

Intro to computers

Micro and Macro econ (2 courses)

Statistics (2 courses)

Intermediate microeconomic theory

Finance

Math (algebra, calculus, analytic geometry – any two of the three)

Principles of effective speaking

Comment: Similar to what we have.

## General Education: Comparison of university template & BSBA requirements

ULAC Requirements	Units	Business	Units
Writing (110 & 367 successors)	6	Writing (110 & 367 successors)	6
Literature	3	Literature	3
Arts	3	Arts	3
Math	3-5	Math (Math 1130-4 & Math 1131-5)	9
Data Analysis	3	Data Analysis (Statistics 1430)	4
Science (including one Biological, one Physical, & one Lab course)	10	Science (including one Biological, one Physical, & one Lab course)	10
Historical Study	3	Historical Study	3
Social Science	6	Social Science (Econ 2001.01 & 2002.01)	6
Culture & Ideas or Historical Study	3	Culture & Ideas or Historical Study or Foreign Language through the second university course <sup>1</sup>	3-8
Open Options <sup>2</sup>	6	Open Options <sup>2</sup>	6
Language Proficiency Level	0-12	(See Cultures & Ideas, etc...)	0
Social Diversity (embedded in other requirements)	0	Social Diversity (embedded in other requirements)	0
Global Studies (2 courses; one Western & one non-Western; embedded in other requirements)	0	Global Studies (2 courses; one Western & one non-Western; embedded in other requirements)	0
<b>Total Units</b>	<b>46-60</b>	<b>Total Units</b>	<b>53-58</b>
Percentage of 121 Units without Language	38%	Percentage of 121 Units without Language	44%
Percentage of 121 Units with Language	50%	Percentage of 121 Units with Language (International Business only)	51%

<sup>1</sup> Proficiency in a modern foreign language through the third university course required for International Business Specialization only-12 hours

<sup>2</sup> Open Options experiences can be selected from any of the following: another GE approved course, service learning course, cross-disciplinary seminar (597 successor and new) and Education Abroad