The Management and Decision Sciences Department submits several program changes for your consideration, including the addition of 4 concentration options and an increase in the required credit hours for a General Management degree from 15 to 18 credits. The proposed changes are described below.

**Entrepreneurship and Family/Small Business Innovation Concentration**
1. MGMT 306: Organizational Behavior
2. MGMT 307: Human Resource Management
3. MGMT 320: Entrepreneurial Leadership
4. MGMT 421: Initiation and Management of New Business Enterprise OR MGMT 422: Managing Family and Small Business Growth and Innovation
5. MGMT 429: Practicum in Entrepreneurship and Innovation OR MGMT 423: Study Abroad in Entrepreneurship and Innovation OR CBAD 497: Business Internship
6. MGMT 420: Current topics in Entrepreneurship and Innovation OR any Wall College of Business course 300 or above (not already used to satisfy degree requirements) with department chair approval.

**Justification**

During Management Program assessment, as part of the SACS and AACSB Assurance of learning processes, three sources of information indicated a need to offer courses in entrepreneurial management: Students, Employers of Management Majors, Community Needs and Institutional Expectations at Aspirant Level. All external constituents and our students indicated that this is a concentration of great interest and importance.

Student Interest from survey of almost 300 business students in general business courses ranging from lower division through graduating seniors indicate that this management concentration had the highest cumulative area of interest at 39.41% (entrepreneurship @ 28.57%, Org Development @ 3.94%, and Small and Family Business @ 6.9%).

Employers of Management students, from an assessment of job announcements posted online during the Fall of 2011, desire several skills from this concentration. Summarizing the results: first and highest level of desiring is an ability to communicate, second was tied between working/leading teams, and accomplishing organizational goals; third included solving business problems, and directing others in accomplishing tasks, fourth saw a tie among working with others of diverse backgrounds, leading through innovation, having self-discipline, managing professional networks, managing projects and being a self-starter at the fifth level was recognizing business opportunities and being adaptable. This concentration provides a focused way to demonstrate most if not all of these desired competencies.

Community Needs are confirmed by recent newspaper article detailing economic development needs from a University of South Carolina research project done by Woodward at the Moore School. In particular, entrepreneurial startup assistance is always welcomed but a greater need is the ability of small businesses to grow and become medium businesses. *There is a big gap in our educational provisions in this state in this topic*

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Furthermore, research\textsuperscript{2} has shown that students with 4 year degrees and exposure to entrepreneurship are more likely to start their own businesses.

Institutional Expectations of Aspirant Universities was determined by examining aspirant universities for management concentrations and we found that ALL programs either had a management concentration or offered entrepreneurship as a separate major.

Human Resource Management Concentration

1. MGMT 306: Organizational Behavior
2. MGMT 307: Human Resource Management
3. MGMT 340: Attracting and Acquiring Talent
4. MGMT 341: Managing Talent and Developing 21st Century Leaders
5. MGMT 440: Retaining Talent and Maximizing the Value of Human Capital
6. CBAD 402: Study Abroad in International Business OR MGMT 461: Cross-cultural Management

Justification

Collectively, human resource management issues in organizations have resulted in more than $2.9 billion in avoidable losses in the 10-year period of 2000-2010 (www.eeoc.gov/statistics). The ability to positively impact organizations by managing costs and risks of this magnitude highlights the importance of having competent HR and management professionals in the workplace. In the private sector of the U.S. economy, human resource managers are no longer simply administrative employees; rather, they have become strategic partners, critical to the accomplishment of organizational objectives. With increasingly competitive global competition for talent, human resources professionals are valued for their ability to successfully attract, acquire, manage, and retain human talent in a diverse population and workforce. Thus, as we prepare our graduates to make significant contributions in managing human resources, they have the potential to be high-impact employees that bring valued expertise for all forms of organizations. For this reason, we expect the addition of this concentration to positively impact the attractiveness of the management major.

In addition to offering students a critical and marketable skill set, as outlined above in the program objectives, the proposed Human Resource Management concentration will also offer multiple benefits for the department, college, and university. According to research conducted by the Society for Human Resource Management (SHRM), organizations want to hire HR professionals who know how to use HR practices to create and maintain a competitive advantage. Since there is largely agreement on a defined set of critical HR knowledge areas and skill sets required to be successful as an HR practitioner, SHRM has provided guidelines for creating a curriculum that prepares graduates in these areas, making them marketable to organizations. We have designed the proposed concentration around these guidelines, which we believe offers multiple benefits for all stakeholders.

First, a SHRM-approved curriculum would bring national highlight to Coastal Carolina University, the E. Craig Wall College of Business Administration, and the Department of Management and Decision Sciences, as SHRM publicizes all approved programs on their website and in other publications. This national organization is the world’s largest devoted to human resource management, with membership upwards of 250,000 worldwide. This would mean significant exposure for our university, college, department, and program.

Second, the addition of this program would also give Coastal Carolina University a niche in the local, state, and regional area of South Carolina. Human Resource Management programs (in the form of majors, concentrations, degree options, or certificates) are represented at seven of our ten peer institutions and four of our five aspirant institutions. These programs offer scholarships, internship and job placement, as well as professional development opportunities for students to have a competitive advantage on the job market. The proposed concentration will be equally if not more competitive, since only two of the seven peers and one of the four aspirants with HR programs are SHRM-approved and therefore promoted by SHRM. We intend to pursue approval of the curriculum in order to make the
program more competitive and marketable. Additionally, the proposed program will offer value-added knowledge in areas including the design, implementation, and evaluation of personnel selection systems, performance appraisal systems, compensation and benefit programs, and in managing a variety of employee relations issues in unionized and non-union environments.

Third, this program would be supported by the Coastal Organization of Human Resources (COHR; www.coastalhr.org). A professional affiliate of SHRM, this network of local human resources professionals meets monthly and currently sponsors Coastal Carolina University’s student chapter of SHRM (CCU-SHRM). These professionals have demonstrated their support of students interested in the HR profession by providing networking opportunities to, volunteering as speakers and workshop facilitators for, providing job site visit opportunities to, and mentoring members of CCU-SHRM. This organization also sponsors a scholarship for students in the local area interested in HR as a profession. COHR would not only be a valuable resource in support of an HR concentration in the abovementioned ways, but they may also likely be important stakeholders of our program, potentially providing job placement and internship opportunities across the Grand Strand.

Finally, with a focus on Human Resource Management and Leadership, the Human Resource Management concentration will prepare students for flexible employment as “knowledge workers”, individuals that gather data/information from any source, add value to the information, and distribute value-added products to others (Kappes & Thomas, 1993). By developing students’ interpersonal and leadership skills, as well as building a foundation of knowledge regarding how to manage both people and information in small, medium, and large firms, the proposed concentration will not only prepare students for careers as HR professionals, but it will also improve students’ skills and therefore competitiveness in general.

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**International Management Concentration**

1. MGMT 306: Organizational Behavior
2. MGMT 307: Human Resource Management
3. CBAD 401: International Business
4. MGMT 461: Cross-cultural Management
5. MGMT 482: Global Supply Chain Management
6. CBAD 402: Study Abroad in International Business or an approved course transferred from a study abroad experience in international management.

**Justification**

The program is proposed for the following reasons: increased student interest in international business and study abroad and a desire to broaden the range of concentrations available for management majors. We receive numerous requests within the College of Business for international business majors each year by prospective students, but currently have only the possibility of recommending that these students pursue an International Business Studies Minor. This approach would enable us to answer this specific demand on our campus rather than have students turn to other universities to serve their interest. Second, a recent survey of students within the Wall College of Business found that International Management was noted as the third most popular of first choices for management concentration areas (15.27%) behind only Entrepreneurship (28.57%) and Leadership (16.26%). Finally, as noted on Appendix 1 (Attached), many of our peer and aspirant institutions as well as those within the state already have international business majors. Finally, our ability to respond to this demand with the reshaping of an existing infrastructure makes it more viable.
**Operations and Technology Management Concentration**

1. MGMT 306: Organizational Behavior  
2. MGMT 307: Human Resource Management  
3. MGMT 483: Business Process Management  
4. MGMT 480: Leadership in Project Management  
5. CBAD 481: Quality Process Management  
6. MGMT 482: Global Supply Chain Management OR MGMT 484: Decision Support Systems OR MGMT 485: Process Planning and Control

**Justification**

Currently, the Management Major is very general and does not direct a student to any particular career path in management. The OTM concentration is needed to give students a more specialized option. The OTM concentration will provide Management Major students with an option to acquire knowledge and develop skills that are applicable to a range of job opportunities such as business analyst, consultant, business consultant, systems analyst, systems developer, management analyst, project analyst, database developer, applications manager, operations manager, and operations supervisor.
General Management Concentration (increased from 15 to 18 credit hours)
1. MGMT 306: Organizational Behavior
2. MGMT 307: Human Resource Management
3. MGMT 480: Leadership in Project Management
4. MGMT International Selective (Choose one from: CBAD 402, MGMT 461, MGMT 482, MGMT 423)
5. MGMT General Selectives (6 credits) (Choose two from: MGMT 320, MGMT 422, MGMT 429, MGMT 423, MGMT 420, MGMT 340, MGMT 341, MGMT 440, MGMT 482, MGMT 483, MGMT 484, MGMT 485)

Justification
An increase in credit hours was deemed necessary in order to increase the rigor of our program and bring the general management concentration in line with the concentration options.

Total New Courses
1. MGMT 320: Entrepreneurial Leadership
2. MGMT 422: Managing Family and Small Business Growth and Innovation
3. MGMT 429: Practicum in Entrepreneurship and Innovation
4. MGMT 423: Study Abroad in Entrepreneurship and Innovation
5. MGMT 420: Current topics in Entrepreneurship or Family/Small Business Innovation
6. MGMT 340: Attracting and Acquiring Talent
7. MGMT 341: Managing Talent and Developing 21st Century Leaders
8. MGMT 440: Retaining Talent and Maximizing the Value of Human Capital
9. MGMT 482: Global Supply Chain Management
10. MGMT 483: Business Process Management
11. MGMT 484: Decision Support Systems
12. MGMT 485: Process Planning and Control
Academic Affairs Forms up for a vote during the November 11th, 2011 COB Faculty Meeting

PROPOSAL FOR CHANGE(S) IN AN UNDERGRADUATE PROGRAM
To add concentrations
Form B

PROPOSAL FOR A NEW UNDERGRADUATE COURSE
To add 12 new courses (below)
Form C

- MGMT 320: Entrepreneurial Leadership
- MGMT 422: Managing Family and Small Business Growth and Innovation
- MGMT 429: Practicum in Entrepreneurship and Innovation
- MGMT 423: Study Abroad in Entrepreneurship and Innovation
- MGMT 420: Current topics in Entrepreneurship or Family/Small Business Innovation
- MGMT 340: Attracting and Acquiring Talent
- MGMT 341: Managing Talent and Developing 21st Century Leaders
- MGMT 440: Retaining Talent and Maximizing the Value of Human Capital
- MGMT 482: Global Supply Chain Management
- MGMT 483: Business Process Management
- MGMT 484: Decision Support Systems
- MGMT 485: Process Planning and Control

PROPOSAL FOR MINOR CHANGES IN OR REMOVAL OF MULTIPLE UNDERGRADUATE COURSES WITHIN THE SAME PROGRAM
To change CBAD numbers for 371 and 475
To change all CBAD courses applicable to the management major only to MGMT prefix
Form E

CBAD 371 → CBAD 301*
CBAD 475 → CBAD 364*

*Note: these changes are requested as these courses (currently CBAD 371 and 475) are prerequisites for many of our concentration courses and we would like to change the course numbers so the listed prerequisite courses are not higher numbers than the courses themselves.

CBAD 372 → MGMT 306**
CBAD 374 → MGMT 307**
CBAD 471 → MGMT 480**
CBAD 472 → MGMT 461**
CBAD 473 → MGMT 421**
CBAD 474 → MGMT 481**

**Note: These changes apply to course in the management major only.