

**DATE:** April 25, 2013**SUBJECT:** New Academic Program, Middle Tennessee State University  
Master of Science - Management**ACTION RECOMMENDED:** Approval

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**BACKGROUND INFORMATION:** The proposed Master of Science program in Management will enhance students' planning skills, communication skills, ethical decision making skills, and expose them to real world experiences in their courses that will help them to mature as managers. Students in the proposed program will choose from one of three concentrations: not-for-profit management, organizational leadership, and supply chain management. The program will fill the nationally recognized niche of focusing more on management and less on functional areas offered through a traditional Master of Business Administration program.

**PROPOSED IMPLEMENTATION DATE:** Fall 2013

**1.1.20A MISSION:** The proposed program supports Middle Tennessee State University's mission of "preparing students to thrive in their chosen professions and a changing global society." The Management MS program will allow students to develop the skills to be promoted into higher levels of management at different types of organizations. Additionally, the program is in full compliance with MTSU 2007-2017 Academic Master Plan, particularly the priority area of expanding programs with a focus on regional demand and financial viability.

The Management MS program is in alignment with the goals outlined in the THEC 2010-15 Public Agenda for Higher Education, specifically the focus on strengthening Tennessee's Knowledge Economy and increasing the number of graduate degrees awarded to the state's citizen.

**1.1.20B CURRICULUM:** The degree program will require completion of 33 semester credit hours, including a 15-hour major field core, 12 hours in the elected concentrations and 6 hours in career-focus electives. The program also incorporates a capstone project in which students will partner with an organization in industry or the non-profit sector.

The program will be delivered primarily through on-ground methods and some instruction will be delivered via online, hybrid and video-conferencing technologies. By providing instruction through a variety of delivery methods, this program will meet the unique scheduling needs of working adults.

**1.1.20C ACADEMIC STANDARDS:** Program admission requires a bachelor’s degree; a minimum 2.75 overall undergraduate GPA; satisfactory scores on the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE); and two years of professional experience. Additionally, students must have completed selected foundational courses in Management and Accounting.

Students must meet progression and graduation standards as published annually in the MTSU catalog.

**Projected Program Enrollment and Productivity**

Students will have the option to attend the program on either a part-time or full-time basis.

<b>Year</b>	<b>Full-Time Enrollment</b>	<b>Part-Time Enrollment</b>	<b>Total Headcount</b>	<b>Graduates</b>
<b>2013</b>	6	14	20	--
<b>2014</b>	8	16	24	8
<b>2015</b>	10	20	30	18
<b>2016</b>	10	25	35	20
<b>2017</b>	12	30	42	24

**1.1.20D FACULTY:** The existing Management faculty in the Department of Management and Marketing are adequate to support the program. Additionally, faculty from the respective departments that will be teaching the career-focus courses will also have met the requirements of the Graduate Council to teach graduate-level courses.

**1.1.20E LIBRARY RESOURCES:** Library resources are adequate for program implementation.

**1.1.20F ADMINISTRATION/ORGANIZATION:** This program will be offered through the Management and Marketing Department in the Jennings Jones College of Business. A departmental faculty member will receive course reassignment to serve as the graduate program director for the proposed Management MS program.

**1.1.20G SUPPORT RESOURCES:** Students will have access to a wide range of support resources, including advising support from the Graduate Program Director.

**1.1.20H FACILITIES AND EQUIPMENT:** Facilities and instructional equipment are adequate to support the program. The College of Business has allocated nine classrooms (including a video conferencing classroom) specifically assigned to the Department of Management and Marketing for scheduling courses. Because the courses will be taught at night, on weekends, and in a hybrid format, significant additional classroom space will be available on campus.

**1.1.20I NEED AND DEMAND:** In February 2012, the Bureau of Labor Statistics (BLS) indicated a strong need for managerial and business employees in the future. Nationally, the need for managers is expected to increase by seven percent while the need for business and financial operations occupations is expected to increase by 17 percent between 2010 and 2020.

Additionally, some employment sectors likely to employ graduates from the three concentrations (not-for-profit management, organizational leadership, and supply chain management) also project very strong employment needs. For example, the BLS estimates that job openings for healthcare support occupations are expected to increase by 35 percent from 2010 to 2020. Graduates from both the not-for-profit management and organizational leadership concentrations could be employed in these occupations.

Middle Tennessee State University also worked with the business community in the development of the degree program and its concentrations. The proposed program is aligned with the Public Agenda's call for higher education "to collaborate with industry, government, and communities to build a future for Tennessee."

**1.1.20J NO UNNECESSARY DUPLICATION:** Currently, there are Master's programs at Austin Peay State University and University of Memphis that offer Management programs. The Management MS program at Austin Peay State University is offered entirely on-line and has no specific areas of concentrations. The University of Memphis offers a Master of Science in Business Administration with concentrations in Finance, Management Information Systems, and Real Estate.

**1.1.20K COOPERATING INSTITUTIONS:** N/A

**1.120L DIVERSITY AND ACCESS:** The proposed degree offers an alternative opportunity to earn an advance degree in Management, resulting in an additional option for graduate study by members of diverse and under-represented groups.

**1.1.20M ASSESSMENT/EVALUATION AND ACCREDITATION:** The Association to Advance Collegiate Schools of Business (AACSB) reaffirmation is on a five-year cycle and the Jennings Jones College of Business accreditation was reaffirmed in spring 2011. The Management MS program will be included in the next AACSB review, expected in 2016.

**1.1.200 EXTERNAL JUDGMENT:** External review of the proposed program was conducted during an institution site visit on November 7-8, 2012. Dr. Donald E. Conlon, the Eli Broad Distinguished Professor of Management at Michigan State University served as the external reviewer. He stated that the proposed program had several strengths that included program distinctiveness, campus commitment from both the College of Business and Provost, and involvement of the business community. "One strength is the uniqueness of the concentrations. In particular, the focus on nonprofit management and the focus on supply chain management represent areas that have been historically under-represented in master's degree programs. The third concentration (organizational leadership), while perhaps less innovative than the

other two, is nevertheless critically important to organizations and would have wide appeal to all of the business sectors.”

Dr. Conlon stated that “there appears to be some consensus around the country in the belief that there is a need for master’s degree programs that focus more on management and less on all function areas (as is the focus of an MBA degree).”

**1.1.20P COST/BENEFIT:** The proposed Master’s program will be funded through additional tuition revenues generated by the program and no institutional reallocation of funds is necessary for program implantation.

**1.1.30 POST APPROVAL MONITORING:** An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, governing board, and Commission staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost; progress toward accreditation and other metrics set by the institution and agreed upon by governing board and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the governing board terminate the program. If additional time is needed and requested by the governing board, the Commission may choose to extend the monitoring period.