

University of North Alabama

Department of Management and Marketing

Program Review

Name and Signature of Chair: _____
Dr. Daniel E. Hallock

Date of Report: June 30, 2009

2. Five-Year Departmental Enrollment and Faculty Data

➤ *Statistical Overview*

Data listed below is the annual **averages** of the five-year data set provided by Institutional Research, Planning and Assessment for the Academic Years 2004 through 2008.

1. Number of Unduplicated Undergraduate and Graduate Majors - note that Management and Marketing Majors are not broken out in the data set provided - (Summer, Fall, and Spring Semesters Combined):
Undergraduate: 838.60
2. Number of Undergraduate Degrees Conferred: 136.20
3. Number of Undergraduate Majors/Degrees Conferred Ratio: 6.15
4. Undergraduate Student Credit Hours: 12,201.80
Graduate Student Credit Hours: 3,600.00
Total Student Credit Hours 15,801.80
5. Average Undergraduate Class Size: 23.10
Average Graduate Class Size: 16.02
6. Number of Full-time Faculty (Fall Semester): 15.20
7. FTE Student/FTE Faculty Ratio (as per U.S. News definition): 71.63
8. Credit Hours/FTE Faculty: 1,217.20
9. Department Expenditures (including Actual Personnel and Non-Personnel):
\$1,132,486.40
10. Cost Per Credit Hour: \$73.80

3. Assess the Department as it Relates to Students

➤ *Enrollment*

The average number of unduplicated undergraduate majors enrollment in the Department of Management and Marketing continues to grow. There was modest 13.15% growth rate from 2004 through 2005 (698 to 792) followed by a 25.5% growth rate from 2005 to 2008 (792 to 994). This growth occurred primarily as a result of the overall growth in the College of Business (COB) and since the Department of Management and Marketing is the largest department in the COB, the increase in the number of unduplicated majors was not a surprise. If data was available that broke out management majors, marketing majors and minors; the information would be very useful in identifying trends and lead to better decisions with regard to resource allocation. This growth rate probably is not sustainable but the Department of Management and Marketing should maintain a steady enrollment into the future if our degree offerings (both majors and minors) remain up to date and perceived as value-added by both our students and potential employers.

➤ *Degree Productivity*

During the program review period, an average of 136.20 BBA degrees with a major in either Management or Marketing were conferred. The range during the review period 2004-08 was 125 to 160, which is fairly stable. One would expect to see a spike in the number of degrees conferred beginning in 2008 due to the spike in enrollment from 2007 through 2008 but that did occur with 160 degrees conferred in 2008 as compared to 138 conferred in 2007. While the number of degrees conferred did climb, it was a lower percentage than the growth rate of the majors enrolled during the same time period, especially in years 2007 and 2008. This is due in part to the fact that the majority of our students do not finish in the traditional four-year time frame; more research into this issue needs to be undertaken.

➤ *Student Services*

The Department of Management and Marketing had an average of 838.60 majors over the five-year period under review with an average of 11.80 full-time faculty members during the same period. Each full-time faculty member and an average of 71 advisees, which is more than double that of other departments in the COB. The department followed the lead of the Department of Accounting and Business Law and began using group advising sessions for junior and senior level Management and Marketing majors. The faculty still met with students upon request on a one-to-one basis anytime during the semester for advice and mentoring. Since most students tend to wait until the last minute to be

advised, the group advising sessions have worked very well for the department. The faculty members take great pride in developing relationships with our majors and are constantly advising, mentoring and counseling students on a year-round basis. This function is a large part of a Management and Marketing faculty members' job.

The Department of Management and Marketing has taken the lead in supporting the PBL organization which has been extremely successful over the years and has been a source of pride for the entire COB. Two of the three faculty advisors are Department of Management and Marketing faculty members (Mrs. Donna Yancey and Mrs. Natasha Lindsey).

The Department of Management and Marketing also is the primary sponsor of the International Students Association and the Indian Students Association with Dr. Santanu Borah taking the lead in both organizations.

The Department of Management and Marketing also is the primary user of the COB Internship program run by Mr. Earl Evans. Approximately 75 to 80% of the student interns are either management or marketing majors. The department has worked with Mr. Evans in developing a process that has run smoothly thus far and is capable of handling a larger number of internships in the future.

In 2007-08, a student chapter of the North Alabama Chapter of SHRM was reactivated and should be up and running in 2009-10. Dr. Jeremy Stafford has taken the lead in putting this together for the department.

➤ ***Outcome Information (including student performance on licensure/certification exams, job placement of graduates, student, alumni and employer surveys)***

Currently, the Department of Management and Marketing does not have any certification exams for undergraduate management and marketing majors to pursue similar to the CPA exam for accounting majors. The department has retooled the Human Resources degree plan and developed a Professional Management degree plan which exposes our majors to new courses in project management, production management, transportation and logistics management, conflict resolution and leadership. There are professional organizations with certifications that our students need to know more about as they enter the workplace. In the coming years the goal is for the Department of Management and Marketing faculty to become much more involved with these professional organizations and encourage our students to learn about the certificate opportunities in these areas.

As mentioned previously, the Department of Management and Marketing is the primary user of the COB Internship program. The internship program is growing from both

industry demand and students interested in working an internship. Currently the department does not track our graduates as well as we should and the COB has taken steps to improve in this area.

4. Assess the Department as it Relates to Faculty

➤ *Teaching Productivity and Activities Designed To Enhance Teaching and the Curriculum*

There were 11 full-time faculty members in the Department of Management and Marketing during the period under review. Of the 11 full-time faculty, one serves as Department Chair, one serves as Director of the Small Business Development Center (both positions get a two course teaching load reduction), one retired in July 2009 and two have been redeployed to ½ time faculty and ½ time administrative duties due to faculty credential issues with our accreditation agencies (this redeployment did not occur until the Fall 2008 semester).

Our undergraduate credit hour production was steady from 2004 through 2005 and then took a large jump from 2006 to 2007 and an impressive but smaller jump from 2007 to 2008. The graduate student hours followed a similar pattern with a large increase from 2007 to 2008. As indicated earlier, the five-year average student credit hour production was 12,201.80 for undergraduate and 3,600.00 for graduate. The department is being very efficient with the use of limited resources. The implementation of larger class sizes (both online and in-class) and hybrid courses combined with the use of Clinical Teaching Assistants (CTA's) has allowed the department to maintain a quality teaching/learning environment for our students.

Student evaluations of Management and Marketing faculty were above average when compared to both the College of Business and to the University as a whole. Management and Marketing faculty student evaluation ratings have remained very consistent over the five-year review period.

Each faculty member in the department, both full-time and adjunct, fully integrate Blackboard into their courses. This willingness to learn, experiment and integrate emerging technologies into the classroom has allowed us to handle the increase in students without lowering our quality standards. Actually, it can be objectively argued that we are delivering courses better now than we were five years ago. The Management and Marketing faculty discussed and voted in a meeting to be the leaders in the use of technology in the COB. Our faculty have worked hard to learn new skills and fully realize that this is an ongoing commitment. The payoff is that our students are being

exposed to teaching/learning technologies and approaches that will serve them well both now and in the future.

This embracing of new teaching/learning approaches is evidenced by the number of Management and Marketing faculty members attending workshops to learn the new technologies, attending and participating in the UNA Distance Learning Conference (our faculty presented five sessions at the May 2009 DL Conference which involved six of our ten faculty members), serving on the UNA Distance Learning (DL) Committee (since its inception a department faculty member has been a member and two years ago Dr. Dan Hallock chaired the DL committee). In essence, we are doing more with less and doing it better than we have in the past. The Management and Marketing faculty members are very proud of what we have accomplished and plan to continue to pursue more effective and efficient approaches to prepare our students to be successful in the constantly evolving workplace.

➤ ***Research Productivity***

As noted in the College of Business Mission Statement, the College emphasizes teaching excellence, and a learning environment in which the College contributes to student development and to the business community through professional involvement and applied intellectual contributions. During this five-year reporting period, 100% of full-time Management and Marketing faculty had at least one intellectual contribution. The faculty had a total of 21 refereed journal articles and 45 conference presentations. Ten faculty members developed and presented professional seminars for attendees outside UNA and nine have performed consulting activities (see below).

**Intellectual Contributions of Management and Marketing Faculty
2004-2008**

Faculty Member	Refereed Articles	Conference Presentations
Dr. Bob Armstrong Professor of Marketing	8	6
Dr. Dennis Balch (started 2007) Assistant Professor of Management	1	1
Dr. Jana Beaver (started 2007) Assistant Professor of Management	0	2
Dr. Santanu Borah Professor of Management	1	4
Dr. Melissa Clark (started 2006) Assistant Professor of Marketing	2	4
Mr. Jerome Gafford (started 2008) Assistant Professor of Marketing	0	1
Dr. Dan Hallock (started 2004) Chair and Professor of Management	3	9
Mr. Walt Henley (started 2008) Assistant Professor of Marketing	2	3
Dr. Ernest Jobe (1999 – Retired 2009) Professor of Management	0	2
Dr. Rick Lester (1984) Professor of Marketing	1	2
Mrs. Natasha Lindsey (2002) Instructor of Management	1	3
Dr. Jeremy Stafford (2003) Assistant Professor of Management	1	3
Mrs. Donna Yancey (1976) Associate Professor of Marketing	1	5

**Management and Marketing Faculty who have performed Consulting Activities
2004-2008**

Dr. Bob Armstrong
Dr. Dennis Balch
Dr. Jana Beaver
Dr. Melissa Clark
Mr. Jerome Gafford
Dr. Dan Hallock
Mr. Walt Henley
Dr. Rick Lester
Dr. Jeremy Stafford

**Management and Marketing Faculty who have conducted Training Seminars
2004-2008**

Dr. Bob Armstrong
Dr. Dennis Balch
Dr. Jana Beaver
Dr. Santanu Borah
Dr. Dan Hallock
Dr. Ernest Jobe
Dr. Rick Lester
Mrs. Natasha Lindsey
Dr. Jeremy Stafford
Mrs. Donna Yancey

As evidenced from the above data, Management and Marketing faculty have accepted the challenge and realize that staying engaged in research, consulting and training will improve their knowledge in their respective teaching fields and this directly impacts the quality of education that our students receive. The recognition of this link between intellectual activities and the teaching/learning process by our faculty has helped to motivate faculty to keep pace. The faculty performed well over the last five years and each realizes that faculty development efforts are ongoing and a form of continuous improvement.

➤ ***Service (including service to public schools)***

Management and Marketing faculty are active in service to the University, the College of Business, the Department, chosen teaching fields and the community at large. During the five-years under review, faculty members have held leadership roles for one year or longer in numerous organizations:

- *President, Muscle Shoals Chapter of the Institute of Management Accountants
- *Treasurer, Muscle Shoals Chapter of the Institute of Management Accountants
- *Chair, UNA Distance Learning Committee
- *Chair, Strategic Planning and Budget Committee
- *Vice-president for APR
- *Chair, Faculty Affairs Committee

All Management and Marketing faculty members Faculty have been involved as members of numerous University, COB, and Departmental committees. Eight faculty members served as board members of community service organizations. Six faculty members served as reviewers of at least one textbook, five served as either a session chair or discussant at a professional conference. Three faculty members serve on a review board of a refereed journal.

➤ ***Faculty Development Plans***

Faculty development plans are required for all Management and Marketing faculty members. These plans include all three legs of the faculty development stool: teaching, research and service. Our pursuit of AACSB accreditation requires that all faculty earn and maintain status as being either academically qualified (AQ) or professional qualified (PQ). These guidelines for AQ and PQ status were established by the COB in accordance with our mission statement and AACSB requirements (see Appendix I). Faculty approved the guidelines and AQ/PQ status is reviewed once a year by a committee of our peers in the COB. This increases the need for a well balanced faculty development plan. Our plans are directly geared towards earning or maintain AQ or PQ status. All three legs of the stool are important and the faculty member and the department chair discuss and agree upon the activities that the faculty member should engage in to earn or maintain AQ or PQ status. This process is constantly evolving and as time goes by, our faculty development plans will be more specific with regard to what the faculty member needs to accomplish and the level of support that will be provided by the COB.

5. Assess the Department as it Relates to Facilities and Resources

➤ ***Library***

Our library at the University of North Alabama with its online capabilities and affiliations with other libraries has proven to be more than adequate to serve the needs of both faculty and our students.

➤ ***Laboratories***

Management and Marketing majors and minors have access to the numerous computer labs available on campus, including those in Keller Hall and in the library. The labs have proven to be adequate for those students who do not have access to a computer, internet or printer either at home or at work.

➤ ***Equipment***

All Management and Marketing faculty and our administrative staff person have personal computers, printers, and telephones. Each phone has voice mail which allows callers to leave messages when no one is available. Access to copy machines, Scantron grading machines, paper shredders, DVD/VCR equipment, video cameras, overhead projectors and multimedia resources are all available. The administration's decision to build an infrastructure to support online delivery systems as well as Smart rooms for in-class has made a large difference in how education in our department both delivered and received. The Department of Management and Marketing uses Blackboard for all courses taught, online and in-class. Beginning in the Fall of 2009, all Management and Marketing courses will use Tegrity in some format to foster engagement and interaction with our students. Overall, the equipment available to our faculty, staff and students is adequate for our program needs at this time.

➤ ***Space***

The space provided to the Department of Management and Marketing by the University and the COB is sufficient for our programs at this time. The current renovation of Keller Hall and the addition of several SMART rooms will ensure that our space requirements are met.

➤ ***Support Personnel***

The Department has one full-time professional secretary and one student worker. The student worker puts in 15 to 18 hours per week under the immediate supervision of the departmental secretary. Our departmental secretary is very knowledgeable and approachable and fully realizes that she is the point person for most initial interactions with students, parents and visitors to our department. The Department of Management and Marketing is the largest department on campus and the quality of work performed by our secretary combined with the efforts of the Dean's secretary and other COB support personnel has allowed us to give outstanding service to all of our constituents. The University has staff in all of the supporting academic areas which also directly contribute

to the high quality of overall service and support we can give to our students. It is truly a team effort to make the entire process function effectively.

6. List Notable Achievements by the Department

➤ *Departmental Achievements*

The department is in a constant state of reviewing and revising both course and degree offerings. From 2003 through 2008 the department has dropped one degree program (Entrepreneurship), transferred a degree program (Entertainment Industry Management), revised three degree programs (Human Resources Management, Hospitality Management and Marketing) and developed one new degree program (Professional Management). The department has also dropped ten courses from the total course offerings and developed seven new courses which are more cutting edge and in sync with what industry demands and students need to know in order to be successful.

The Department of Management and Marketing now has two degree programs totally available on-line (Professional Management and Marketing), and also three minors totally available online (Management, Marketing and Entrepreneurship). We are the only department in the COB which has a degree program totally online. This has helped to grow our department and expose our students to the world of online learning.

Only two of the total courses which are offered by our department are not currently set up for online delivery (these two classes will be retooled into one course by the Spring of 2010 and will be offered online beginning the Fall 2010). Every course offered by the department is fully integrated into Blackboard. Also, our course syllabi are all presented to students in a standardized, consistent format, especially the informational content which is either the same or similar regardless of the course. This has made the transition for students taking management and marketing courses both online and in-class almost seamless.

The Department of Management and Marketing has successfully hired seven new faculty members between 2004 and 2008; which is basically replacing 70% of the faculty due to retirements and expansion. We are pleased that all new hires came in either AQ or PQ and thus far each has maintained their academic status and are doing an excellent job in the classroom.

➤ ***Student Achievements***

The COB's PBL organization has done an exceptional job over the five years 2003-08 and the Department of Management and Marketing has had numerous students place first, second or third in the State competition and several have gone on to place in the National competition. The number of Management and Marketing students participating in PBL has stayed fairly constant over this period.

The Department of Management and Marketing has also had several students present papers at SOBIE over the five-year time period 2004-08. Dr. Bob Armstrong has taken the lead in this area and continued this student involvement in research at the 2009 SOBIE conference.

➤ ***Grants and Other Funds Generated by the Department***

Management and Marketing faculty have applied for and received several research grants through the University from 2004-08. These grants have helped produce six conference papers and two articles currently in the final stages of the submission process.

7. How The Department Has Responded to Previous Program Review Recommendations

This is the first program review of the Department of Management and Marketing under this policy. The department chair is not aware of a program review examining the Department of Management and Marketing within the last ten years.

8. State the Vision and Plans for the Future of the Department

Vision for the next five-year period 2009-2013.

The vision statement for the Department of Management and Marketing is to become a department that offers degrees in which the student will learn marketable skills (such as project management, supply-chain management, logistics management, sales and marketing management) combined with a solid fundamental knowledge in the basics of business, management/leadership, business models and applied software applications. The Department wants our degree to become known for being current in topic areas and also for the use of technology that will be relevant in the workplace.

The following is our vision for the Department of Management and Marketing based upon current economic conditions and assuming a slow but steady increase in both costs and revenues.

*The Department of Management and Marketing will remain the largest department in the COB as well as in the University if no changes are made within the structure of the COB. The department will probably level out with regard to number of undergraduate majors of between 800 and 900 (includes both management and marketing) with approximately 250 to 300 minors (includes both management and marketing). Beginning in the 2009-10 academic year, information breaking out management and marketing in both majors and minors will become available and will assist us in firming up our forecasted number of majors and minors and will also be used for resource allocation purposes.

*The Department of Management and Marketing will have six full-time Management faculty members and five full-time Marketing faculty members. Each faculty member will be terminally qualified and will have earned and maintained AQ or PQ status. At least four of the Management faculty members and three of the Marketing faculty members will also hold Graduate teaching status.

*The BBA core courses taught by the department (currently six of the seven) will be integrated with each other and will utilize teaching and learning technology that will be on the cutting edge. The BBA core will become the strength of the COB.

*The Department of Management and Marketing will continue the use of Clinical Teaching Assistants (CTA's) for large classes (in-class, hybrid and on-line). The qualifications and duties of a CTA will continue to evolve to match up with the constantly evolving teaching/learning models that will begin to appear and become commonplace.

*The degree programs offered by the Department of Management and Marketing will be streamlined. Both the management and marketing degree programs will have five required courses in their respective major that all students majoring will take and there will be three course (nine-hour) concentrations to allow a student to specialize in a field that there is a demand for graduates. The identification of these fields will be done through the formation of advisory committees consisting of a combination of external and internal stakeholders as well as constantly monitoring current trends. This will allow the department to remain consistent and solid in the fundamentals through the five core courses in the majors and also be in sync with the demands of the workplace through the three-course concentrations. Full time faculty will primarily teach the BBA core and the Management and Marketing core courses in the majors. Adjunct faculty, who are either

AQ or PQ and experts in their fields, will be identified to teach some of the specialty courses in the concentrations. This will allow us the flexibility to update, change and continuously improve our course offerings. A faculty member will be assigned responsibility for each concentration.

*It is the opinion of the department that the demand for online and hybrid courses will outstrip that of traditional in-class courses. The department intends to remain up-to-date on the changes in course delivery systems and will continue to take the lead in both hybrid and online course offerings.

*The Department of Management and Marketing will explore the development of interdisciplinary minors with academic departments across campus. The department feels that students who explore courses beyond the realm of only management and marketing (for example marketing majors and sociology, management majors and psychology, etc.) will gain a broader based educational experience. (For example, our MG 335 Leadership class has no prerequisites and approximately 30 to 40% of the students enrolled are not business majors).

*The Department of Management and Marketing will explore the possibility of the development of an interdisciplinary degree program with a major in Leadership. This degree program would be a great option for returning students as well as incoming and current students. This degree plan would be especially suited for the large number of nontraditional students who are and will be in the future returning to complete their degrees. This degree plan would include only parts of Area V and the BBA core (related management courses such as MG 335 Leadership, etc.) and related courses in areas such as Psychology, Sociology, and various other disciplines where the student can take courses to earn a specific skill (ex. surveying through geography, etc.).

*The Department of Management and Marketing will continue to push for a minor in applied software which would include the student not being just “familiar” with software such as Excel, Access, PowerPoint, QuickBooks, and web design but “effective and efficient” in those applications and others as the market demands. Our students need more application-based courses using software for them to become marketable upon graduation to many organizations. If we are unable to have a minor in applied software, we have plans to develop a course tentatively named “Applied Management/Marketing Software Applications” that will be cross-listed as both a MG and an MK course. This three-hour course will focus on the use of Excel, Access and PowerPoint (including pivot tables) to set up and analyze data driven issues in management and marketing.

*The Department of Management and Marketing is currently in negotiations with the UNA Continuing Studies and Outreach area to establish a Consulting and Training arm

which would operate through Continuing Studies using their marketing expertise with the consulting and training delivered by UNA faculty, primarily Management and Marketing faculty.

9. Program Overview:

The Department of Management and Marketing houses four degree programs; three in Management and one in Marketing.

- *Human Resources Management Degree Program
- *Professional Management Degree Program
- *Hospitality Management Degree Program
- *Marketing Degree Program

Three of the above degree programs were updated in the Fall of 2007 and are scheduled for internal departmental review in the Fall of 2009. The department housed the Entertainment Industry Management degree program until the Fall of 2009 when it officially transferred to the College of Arts and Sciences.

The department has deleted ten courses and added seven courses in the past five years to update and improve the content of our degree plans. Management and Marketing are very broad in scope and this breath of scope is recognized in our degree programs. As mentioned earlier in this document, the plans are for our degree plans to be streamlined to teach the breadth and also enable the student to select a concentration.

➤ *Mission Statement of the Program*

The overall mission statement for the Department of Management and Marketing is to prepare our students to enter the workplace equipped with the knowledge and skills necessary to become successful in their chosen field of study. The rapidly evolving marketplace demands that our degree programs be constantly reviewed in order to maintain relevancy and marketability. Students can select from four degree programs, each designed to prepare the student to be competitive in securing a position and to be successful in their chosen career path.

➤ *Goals and Objectives of the Program*

Teaching Goals:

*Management and Marketing faculty understand and embrace the link between research and teaching and have agreed to remain current in their teaching fields with regard to content and technology (ex. software packages, etc).

*Management and Marketing faculty will continue to take the lead in the COB with regard to the teaching/learning delivery system being utilized by UNA and the COB (Blackboard currently, Angel beginning Spring 2010). All courses offered in the department, in-class, on-line or hybrid will use Blackboard/Angel.

*Management and Marketing faculty will continue to experiment with various pedagogical techniques using Blackboard or Angel delivery platforms when developing their in-class, on-line or hybrid courses.

*Management and Marketing faculty will attend at least one pedagogical driven conference and publish at least one pedagogical article or present one pedagogical paper every five years (which will be spelled out in their faculty development plan).

Research Goals:

*Management and Marketing faculty understand and embrace the link between research and teaching and have agreed to remain current in their teaching fields with regard to content and technology through maintaining their status as either academically qualified (AQ) or professionally qualified (PQ).

Service Goals:

*Management and Marketing faculty, both full-time tenure track, non-tenure track and adjuncts, have all agreed to earn participating faculty status in accordance with COB guidelines (see Appendix II).

*All full-time Management and Marketing faculty have and will continue to be active in service to the Department, the College of Business and the University as a whole. Each faculty member realizes that Service is an important part of being a well-rounded and committed faculty member.

➤ *Student Learning Outcomes of the Program*

The student learning outcomes of the degree programs in Management and Marketing are in congruence with the program goals and learning outcomes developed and approved by the faculty of the College of Business.

UNA College of Business BBA Program Goals

1. To be able to identify, analyze, and solve business related problems and make effective decisions.
2. To be able to communicate effectively.
3. To be able to demonstrate qualities of leadership and teamwork.
4. To be able to act professionally and ethically.
5. To be able to function effectively in a diverse, dynamic global economic environment.
6. To be able to exhibit knowledge and skills appropriate to a chosen major.

BBA Management and Marketing Program Goals

The overall program goals of the Department of Management and Marketing mirror those of the COB listed above. Once the specific concentrations are developed and adopted by the curriculum committee for the Fall 2010, more specific program learning goals will be developed and implemented.

1. To be able to identify, analyze, and solve business related problems and make effective decisions in a management or marketing environment.
2. To be able to communicate effectively.
3. To be able to demonstrate qualities of leadership and teamwork.
4. To be able to act professionally and ethically.
5. To be able to function effectively in a diverse, dynamic global economic environment.
6. To be able to exhibit knowledge and skills appropriate to the field of Human Resource Management, Professional Management, Hospitality Management, and Marketing.

➤ *Curriculum*

Each of the four degree programs offered by the Department of Management and Marketing is comprised of 15 hours (five prescribed three-hour courses) and an additional nine hours of upper division business electives, six of which must be in the

major field. Suggested four-year course schedules designed to assist our students in their planning process are shown in Appendix III.

Human Resources Management Degree Program (Option One)

MG 331 Organizational Behavior
MG 362 Human Resources Management
MG 371 Labor Issues and Legislation
MG 462 Compensation Management
MG 471 Employment Relations
Management Electives – 300/400 level (6 hours)
Business Elective – 300/400 level (3 hours)

Professional Management Degree Program (Option Two)

MG 331 Organizational Behavior
MG 335 Leadership
MG 362 Human Resources Management
MG/MK 391 International Business
MG 485 Project Management
Management Electives – 300/400 level (6 hours)
Business Elective – 300/400 level (3 hours)

Hospitality Management Degree Program (Option Four)

AC 396 Managerial Accounting
MG 331 Organizational Behavior
MG 335 Leadership
MG 345 Hotel Management replaced MG 499 Independent Study in Fall 2009
MG 480 Internship
MK 461 Sales and Sales Management
MK 480 Internship
MK 499 Independent Study

Marketing Degree Program

MK 363 Integrated Marketing Communications
MK 461 Sales and Sales Management
MK 479 Marketing Research
MK 492 Retailing
MK 498 Marketing Management
Marketing Electives – 300/400 level (6 hours)
Business Elective – 300/400 level (3 hours)

Minor in Business Administration

AC 291 Accounting Concepts I
AC 292 Accounting Concepts II or EC 252 Principles of Macroeconomics
EC 251 Principles of Microeconomics
MG 330 Principles of Management
MG 335 Leadership
MK 360 Principles of Marketing

Minor in Entrepreneurship

CIS 376 Web Development
MG 100 Introduction to Business
MG/MK 391 Entrepreneurship
MK 395 Entrepreneurial Marketing
Business Elective – 300/400 level (6 hours)

Minor in Management

MG 100 Introduction to Business
MG 330 Principles of Management
MG 335 Leadership
MG 362 Human Resources Management
Management Electives – 300/400 level (6 hours)

Minor in Marketing

MG 100 Introduction to Business
MK 360 Principles of Marketing
MK 363 Integrated Marketing Communications
MK 476 Consumer Behavior
Marketing Electives – 300/400 level (6 hours)

➤ Governance Structure

The full-time Management and Marketing faculty members are all involved in both the development and oversight of our degree programs. Since all faculty routinely teach courses leading to the BBA degree, they function as a committee with input regarding any curriculum changes in accordance to the College of Business Curriculum process.

Each management and marketing course has a faculty member who is the primary instructor and is responsible for establishing course objectives, learning outcomes, and alignment with program and COB objectives. The faculty member is also responsible for textbook selection. The entire Management and Marketing faculty meet and discuss any and all changes in our degree programs.

➤ ***Admission Requirements***

To major in Management or Marketing, the student must satisfy the COB requirements for admission to the College (see Appendix IV).

➤ ***Associated Institutes and Centers***

During the time period of this review, the Department of Management and Marketing does not have any involvement with associated institutes and centers other than membership by individual faculty members in numerous professional associations. As mentioned earlier in this document under the “Vision” section, the department does have plans to form a Consulting and Training arm under the umbrella of the UNA Continuing Studies and Outreach area.

➤ ***Involvement of External Constituents***

During the time period under review, the Department of Management and Marketing did not have any formal involvement with any external constituents. As mentioned earlier in this document under the “Vision” section, the department does have plans to institute external advisory committees for each of the four degree programs offered. The initial meetings of these four advisory committees will begin in the Fall 2009.

➤ ***Community College Articulation***

The Department of Management and Marketing accepts and abides by all of the articulation agreements which exist between UNA and community colleges. The department and faculty support and are engaged in recruiting trips to community colleges in the surrounding area. Dr. Ernest Jobe, who retired in July 2009 from the Department of Management and Marketing, spearheaded community college recruiting efforts with Kim Mauldin and the Admissions Office.

➤ ***Program Productivity***

During the program review period, an average of 136.20 BBA degrees with a major in either Management or Marketing were conferred. The range during the review period 2004-08 was 125 to 160, which is fairly stable. One would expect to see a spike in the number of degrees conferred beginning in 2008 due to the spike in enrollment from 2007 through 2008 but that did occur with 160 degrees conferred in 2008 as compared to 138 conferred in 2007. While the number of degrees conferred did climb, it was a lower percentage than the growth rate of the majors enrolled during the same time period, especially in years 2007 and 2008. This is due in part to the fact that the majority of our

students do not finish in the traditional four-year time frame; more research into this issue needs to be undertaken.

10. Program Evaluation

➤ *Means of Assessment*

All four degree programs in the Department of Management and Marketing programs will follow the COB Assessment Plan which includes the use of a three-year assessment cycle (see Appendix V). The Department of Management and Marketing will assess two of the six learning goals each year beginning in the Fall 2010. The overall plan for which learning objectives will be assessed and in what order will be finalized during the 2009-10 academic year. The discussion and vote to have one Management degree plan (Professional Management) with four different three-course concentrations (Human Resources Management, Entrepreneurship, Hospitality Management and General Management) will take place in the Fall 2009 with implementation scheduled for Fall 2010. After the above is approved, the Professional Management degree program and the Marketing degree program will each have a “capstone” course which will allow the core courses in both degree programs to be assessed on a yearly basis using the capstone course as a data collection point. The assessment instrument will not be as detailed as the COB learning assessment program but it will assist the advisory committee in their review of the programs. The primary means of assessment for the capstone course in each degree program will be an embedded measurement. The primary means for program assessment using the COB model will be course-embedded measurement and external assessments. The results of the first assessment cycle will be presented in the next Program Review for the Department of Management and Marketing.

Continuous Improvement Plan:

All programs in the Department of Management and Marketing will follow the Continuous Improvement Plan developed and adopted by the College of Business. The Department of Management and Marketing is in the process of establishing a program advisory board for each degree program offered within the department. Each advisory board will consist of three external professionals in the degree program field, three faculty members and the department chair. The advisory board will meet once a year in the spring semester to discuss the degree programs and determine what, if any, changes need to be made. Overall, the department will both utilize internal and external feedback to assess needed program changes. Internal sources include program learning assessments. External sources will include alumni, employers, and the advisory board for each degree program.

➤ *Grade Distribution Patterns*

The Department of Management and Marketing offered over 75 courses during the period under review. During this time frame, the courses were rotated among several faculty members and there was very little consistency in assessments and learning outcomes. The grade distributions are interesting to review but do not really provide much information to make decisions due to the inconsistency in approaches. A key measure that is worth noting regardless of the level of consistency in pedagogical approaches is the number of “W’s” assigned. In reviewing the data displayed on the next two pages, only one course stood out as having an unusually large number of “W’s” assigned and that issue has been discussed.

**Department of Management and Marketing Grade Distributions
Academic Years 2004-2008**

Course	A	B	C	D	F	W
MG 100	189	167	137	42	55	54
MG 330	437	704	569	151	85	131
MG 331	173	248	151	20	29	47
MG 332	40	25	2	1	0	2
MG 335	36	37	6	0	1	2
MG 362	232	280	117	27	12	24
MG 371	21	68	82	64	31	61
MG 382W	29	34	7	0	2	7
MG 391	81	149	74	11	19	23
MG 393	2	1	0	0	0	0
MG 420	391	472	267	73	39	16
MG 425	8	0	0	0	0	1
MG 440	7	4	4	1	0	0
MG 462	59	22	5	1	2	6
MG 471	23	53	68	40	19	25
MG 480	102	27	0	0	2	4
MG 482	354	511	330	87	48	83
MG 485	8	9	1	1	2	1
MG 490	17	4	5	0	1	0
MG 491	135	216	215	51	17	36
MG 493	3	6	8	0	2	0
MG 494	158	110	48	3	4	15
MG 495	4	0	0	0	1	0
MG 496	109	2	2	0	2	0
MG 498	316	457	260	71	18	68
MG 499	93	40	10	2	6	7
MG 593	38	21	2	0	0	0
MG 610	203	48	6	0	5	12
MG 620	311	233	18	1	5	31
MG 622	177	114	2	0	7	17
MG 623	235	172	32	1	15	11
MG 624	58	114	3	0	0	3
MG 627	3	0	0	0	0	0
MG 640	473	414	50	6	9	38
MG 642	0	1	0	0	0	1
MG 645	23	4	1	2	2	0
MG 648	76	3	0	0	0	3
MG 651	117	64	6	0	1	7
MG 652	16	7	0	0	0	2
MG 680	43	9	0	0	0	3

Course	A	B	C	D	F	W
MG 691	113	89	9	1	4	9
MG 695	1	0	0	0	0	0
MG 698	9	0	0	0	0	0
MK 360	512	971	647	163	81	158
MK 363	185	343	191	34	29	78
MK 393	2	1	0	0	0	1
MK 395	206	245	75	10	16	19
MK 425	7	0	0	0	0	2
MK 461	139	254	137	26	8	48
MK 476	171	179	73	12	11	14
MK 479	66	106	91	16	0	13
MK 480	224	22	1	0	1	7
MK 491	95	156	207	52	9	48
MK 492	232	359	136	14	5	15
MK 494	72	61	31	2	2	15
MK 495	2	0	0	0	0	0
MK 498	67	128	120	12	11	18
MK 499	61	19	4	1	1	5
MK 587	1	0	0	0	0	0
MK 615	58	58	5	0	4	22
MK 616	21	6	0	0	0	3
MK 627	2	3	1	0	0	2
MK 635	83	95	10	0	1	7
MK 650	1	0	0	0	0	0
MK 651	35	54	1	0	1	3
MK 652	25	7	1	0	0	0
MK 660	773	371	25	1	13	42
MK 670	0	1	0	0	0	0
MK 671	41	6	1	0	0	0
MK 680	1	0	0	0	0	0
MK 691	21	39	2	0	0	4
MK 698	15	1	0	0	0	0
Total	8041	8424	4256	1000	638	1274

The Department of Management and Marketing has now assigned each course to a faculty member to teach for a two to three year period. This should lead to consistency in each course and allow for continuous improvement techniques to be employed. Each faculty is also responsible for establishing a “philosophy” of each course and how that course fits into the overall program. This will enable grade distribution data to become more useful information for in the future.

11. Program Recommendations

➤ *Identify Recommendations for Improvement of the Program*

The Department of Management and Marketing is embarking upon an aggressive but achievable agenda over the next three academic years (2009-10 through 2011-12) to update and improve both the quality of our degree programs (majors and minors) as well as the BBA core.

*The Department of Management and Marketing will encourage and support all full-time faculty members and key adjunct faculty to become active members in professional organizations in their teaching field. For example, Human Resource Management professors will be active members in the local SHRM Chapter, a professional organization for human resource management professionals.

*The Department of Management and Marketing is planning to offer more support to PBL to use as an umbrella organization to attract students to become more active in student chapters of professional organizations (SHRM, IMA, APICS, PMI, etc.)

*The Department of Management and Marketing is planning to discuss the potential of offering two additional concentrations in the future, one in Project Management to prepare students to sit for the PMP exam and one in Management Decision Making to prepare students to sit for the CMA exam.

*The Department of Management and Marketing is planning to work through Continuing Studies to establish a consulting arm in order to solicit opportunities and encourage faculty who are interested to engage in consulting work with external organizations.

*The Department of Management and Marketing plans to apply for at least one grant per year outside of UNA to support faculty research and development.

*The Department of Management and Marketing intends to focus on improving both the actual and perceived quality of our teaching efforts through more specific feedback from students, faculty and the employers of our graduates.

*The Department of Management and Marketing is spearheading the effort for consistency of course syllabi and Blackboard/Angel course format. This includes the use of consistent technology and icons for meeting the COB's required standards of faculty to student and student to student interaction. The use of discussion boards, turn-it-in software, ethics pledge, virtual team process, etc. will be stressed.

*The Department of Management and Marketing plans on becoming more involved with the recruitment of junior college students and transfer students to the COB. This will include working with Kim Mauldin, Director of Admissions, and the Admissions Counselor who recruits junior colleges in the surrounding states. The department will have a faculty member assigned to that responsibility.

*The Department of Management and Marketing is also leading the way on web-page development with regard to course and faculty information.

*The Department of Management and Marketing, in the COB pursuit of earning AACSB Accreditation, has had to redeploy several full-time faculty members who do not possess terminal degrees. This redeployment is part of the faculty credentialing process the COB has developed in order to come in line with meeting AACSB requirements. Two full-time faculty members have been redeployed (reduction of their teaching load from 12 to 6 hours a semester). This has made it possible for the department to assign duties to assist with the administrative side of meeting AACSB requirements.

*The Department of Management and Marketing is in the process of developing formalized guidelines for allocating faculty travel funds. A committee has been formed and is charged with developing the guidelines, which will then be voted on by the entire Management and Marketing faculty. All faculty travel requests will go through this committee for approval rather than the department chair. The committee will insure that the travel request will assist the faculty member in earning/maintaining AQ/PQ status. If not, the committee will in all likelihood reject the request.

*The Department of Management and Marketing is following the model developed by the Department of Accounting and Business Law (Dr. Sharon Campbell and Dr. Greg Carnes) and instituting a Management and Marketing Scholars Program. Our program will be somewhat different with regard to eligibility requirements and commitment level. Dr. Bob Armstrong (Marketing) and Dr. Jeremy Stafford (Management) have agreed to take the lead in this project. We plan to meet several times in the Fall 2009 and have our model finalized by March 2010. The Management and Marketing Scholars Program will begin in the Fall 2010.

*The Department of Management and Marketing is planning to increase the number of internships available for interested students.

*Revision of MG/MK 491 International Business course making it much less book driven. This course has tremendous potential and needs to link more closely with the capstone course in the BBA core, MG 498. The plan is to have Dr. Santanu Borah redesign the course around the economic development of geographically linked countries

(Europe, China, Russia, United States, etc.) and explain currency, business models, growth potential, size, resources, etc. The course will incorporate the use of Google Earth and other tools.

*The Department of Management and Marketing is responsible for six of the seven courses in the BBA core. Although this is not a Management or Marketing degree plan, the BBA core represents the true quality of our overall BBA degree. The six courses which the department is responsible for are:

- *MG 331
- *MG 382W
- *MG 420
- *MG/MK 491
- *MG 498
- *MK 360

The plan is to continue to add technology into all of these classes. A simulation has already been added to MG 498 and advanced excel projects are being required in MG 382W and MG 420. As mentioned previously, the MG/MK 491 is in the process of being revamped. The two most basic courses in the BBA core are MG 330 and MK 360, both have been retooled and will continue to be tweaked in the future.

*The Department of Management is in the process of updating our degree programs. Currently, the department offers three degree options under Management; Option 1: Human Resources Management; Option 2: Professional Management; Option Four: Hospitality Management and one option under Marketing. Option Three, Entertainment Industry Management, was moved to the College of Arts and Sciences beginning Fall 2009. The recommendation is to establish the Professional Management degree plan as the primary degree plan in Management with three concentrations; Human Resources Management, Entrepreneurship, and General. Each concentration will consist of three courses in addition to the five required courses in the Professional Management core. This will allow our students to have a strong background in management through the five major core courses and then select an area of concentration which fits their career goals. This change allows allow the department to focus on these three areas with regard to research efforts, consulting efforts and other intellectual contributions. The five required core courses and the three courses in the concentrations will assist our students in becoming more competitive in the changing workplace. We will review our three management concentrations through our advisory committee on a yearly basis and make adjustments as needed.

*The Department of Management and Marketing is in negotiations with Dr. Doug Barrett, Chair of the Department of Economics and Finance, to take over FI 105 – Personal Finance. We intend to rename the course, redesign it and give the course a 300 level course number and possibly make the course a requirement for a degree in Management and also a requirement in all minors offered by the Department of Management and Marketing. We strongly feel that the information in this class will be invaluable to all students earning a degree in Management or Marketing.

*The Department of Management and Marketing will become more active in faculty development with regard to research efforts. Sharing of research ideas and partnering with fellow faculty members both in and outside the COB will be encouraged and supported.

Appendix I

CRITERIA TO BE ACADEMICALLY QUALIFIED

Intellectual Capital Development

Faculty member must have met the criteria in one of the following four categories:

- Doctoral degree in business field.
- Doctoral degree outside of business but in an area directly related to teaching responsibilities.
- Doctoral degree outside of business, not in an area directly related to teaching responsibilities.
 - ✓ Faculty member must have at least 18 hours of graduate coursework in area directly related to teaching responsibilities, and
 - ✓ During the most recent five years, faculty member must have intellectual contributions, active involvement in a professional organization, consulting activity, or other professional development activity related to the primary teaching area.
- Specialized graduate degree in taxation if teaching courses in the taxation area.

Intellectual Capital Maintenance

Faculty Teaching Undergraduate and Graduate Courses

- ✓ During the most recent five years, the faculty member will have at least two publications in refereed journals listed in Cabells, or journals of a similar quality. These publications must, in broad terms, relate to the faculty member's primary teaching area.
- ✓ Additionally, during the most recent five years, the faculty member will have, related to the faculty member's primary teaching area:
 - one additional publication (as described above), OR
 - significant participation in a professional organization, significant consulting activities, or other significant professional development activity, OR
 - one presentation of a paper at a academic refereed conference, OR
 - significant contribution to the first edition of a textbook, OR
 - publication of a scholarly book or a chapter in a scholarly book, OR
 - have other intellectual contributions (as defined on page 7) that are of a similar quality as the items listed above.

Faculty Teaching Undergraduate Courses Only

- ✓ During the most recent five years, the faculty member will have at least one publication in a refereed journal listed in Cabells, or a journal of a similar quality. This publication must, in broad terms, relate to the faculty member's primary teaching area.
- ✓ Additionally, during the most recent five years, the faculty member will have, related to the faculty member's primary teaching area:
 - one additional publication (as described above), OR
 - significant participation in a professional organization, significant consulting activities, or other significant professional development activity, OR
 - one presentation of a paper at a academic refereed conference, OR
 - significant contribution to the first edition of a textbook, OR
 - publication of a scholarly book or a chapter in a scholarly book, OR
 - have other intellectual contributions (as defined on page 7) that are of a similar quality as the items listed above.

CRITERIA TO BE PROFESSIONALLY QUALIFIED

To be professionally qualified faculty members must meet all of the following criteria:

- Generally, a master's degree in a field related to the faculty member's primary teaching area.
- Professional experience (at the time of hiring) of at least 3 - 5 (7 - 10) years for undergraduate (graduate) courses in a role that has provided knowledge and expertise in the area of teaching responsibilities. Generally, less experience is required for principle level courses.
- Continuous development activities during the most recent five years that maintains the knowledge and expertise needed in the area of teaching responsibilities, including:
 - Conducting an active consulting practice
 - Creating and/or delivering continuing education programs
 - Serving on boards of directors
 - Publishing papers in academic, professional, or trade journals
 - Obtaining a new or appropriate professional certification
 - Continuing in active role in a business enterprise.

Source: UNA College of Business Website.

Appendix II

CRITERIA TO BE PARTICIPATING OR SUPPORTING FACULTY

Any faculty member who satisfies two or more of the criteria below is designated as a participating faculty member. Any faculty member who satisfies less than two is designated as supporting.

- Serves on department, college, or university committees
- Participates in programmatic curriculum development, or individually develops a new course
- Attends department faculty meetings and has voting rights on some department guidelines and/or policies
- Serves as an academic advisor
- Advises a student organization
- Serves on a department, college or university advisory board
- Participates in other significant operational activities of the College

Appendix III

UNIVERSITY OF NORTH ALABAMA

College of Business

Professional Management Degree

2008 - 2009

Four Year Plan

	<i>First Semester</i>				<i>Second Semester</i>			
			Grade	Quality Points			Grade	Quality Points
FRESHMAN	EN 111 or EN 121	3 hrs.			EN 112 or EN 122	3 hrs.		
	MA 100 OR MA 112*	3 hrs.			MA 112 or QM 291*	3 hrs.		
	Natural Science w/lab**	4 hrs.			Natural Science w/lab**	4 hrs.		
	HI 101 or HI 101-H or HI 201	3 hrs.			HI 102 or HI 102-H or HI 202	3 hrs.		
	CIS 125	3 hrs.			EC 251	3 hrs.		
	TOTAL	16 hrs.			TOTAL	16 hrs.		
SOPHOMORE	EN 231 or EN 233	3 hrs.			EN 232 or EN 234	3 hrs.		
	COM 201 or COM 210	3 hrs.			QM 292	3 hrs.		
	QM 291	3 hrs.			AC 292	3 hrs.		
	AC 291	3 hrs.			BL 240	3 hrs.		
	EC 252	3 hrs.			MK 360	3 hrs.		
	Fine Arts Elective***	3 hrs.			General Elective*	3 hrs.		
					CAAP & apply to COB major	0 hrs.		
TOTAL	15 hrs.			TOTAL	18 hrs.			
JUNIOR	QM 295 *	3 hrs.			MG 330	3 hrs.		
	MK 363	3 hrs.			Any 300/400 Level Elective	3 hrs.		
	Any 300/400 Level elective	3 hrs.			Business Elective 300/400 level	3 hrs.		
	MK Elective 300/400 Level	3 hrs.			MK 461	3 hrs.		
	MG 382W	3 hrs.			Mk 479	3 hrs.		
	General elective	3 hrs.			Apply for Graduation			
	TOTAL	18 hrs.			TOTAL	15 hrs.		
SENIOR	FI 393	3 hrs.			MG 498	3 hrs.		
	MG 420	3 hrs.			MK Elective 300/400 Level	3 hrs.		
	MK 492	3 hrs.			Non-business Elective	3 hrs.		

	MK 498	3 hrs.			Business Elective 300/400 Level	3 hrs.		
	Internt'l Elective** MK 491	3 hrs.			General Elective	3 hrs.		
	TOTAL	15 hrs			TOTAL	15 hrs.		

*as appropriate, based on SAT or ACT score and high school courses. Subsequent courses chosen, based on whether MA 100 is included in the student's program of study. If MA 100 is taken, may exclude one of the 3 hour general electives. If MA 112 is already taken, may take QM 291.

**FROM PRESCRIBED LIST

***FROM PRESCRIBED LIST; foreign language if pursuing B.A.
Must be completed or enrolled prior to application for COB major admission

Must be completed before or immediately after admission to COB major

UNIVERSITY OF NORTH ALABAMA
College of Business
Human Resource Management Degree
2008 - 2009
Four Year Plan

	<i>First Semester</i>				<i>Second Semester</i>			
			Grade	Quality Points			Grade	Quality Points
FRESHMAN	EN 111 or EN 121	3 hrs.			EN 112 or EN 122	3 hrs.		
	MA 100 OR MA 112*	3 hrs.			MA 112 or QM 291*	3 hrs.		
	Natural Science w/lab**	4 hrs.			Natural Science w/lab**	4 hrs.		
	HI 101 or HI 101-H or HI 201	3 hrs.			HI 102 or HI 102-H or HI 202	3 hrs.		
	CIS 125	3 hrs.			EC 251	3 hrs.		
	TOTAL	16 hrs.			TOTAL	16 hrs.		
SOPHOMORE	EN 231 or EN 233	3 hrs.			EN 232 or EN 234	3 hrs.		
	COM 201 or COM 210	3 hrs.			QM 292	3 hrs.		
	QM 291	3 hrs.			AC 292	3 hrs.		
	AC 291	3 hrs.			BL 240	3 hrs.		
	EC 252	3 hrs.			MG 330	3 hrs.		
	Fine Arts Elective***	3 hrs.			General Elective*	3 hrs.		
	TOTAL	15 hrs.			TOTAL	18 hrs.		
JUNIOR	QM 295 *	3 hrs.			MK 360	3 hrs.		
	MG 362	3 hrs.			Any 300/400 Level Elective	3 hrs.		
	Any 300/400 Level elective	3 hrs.			Business Elective 300/400 level	3 hrs.		
	MG Elective 300/400 Level	3 hrs.			MG 331 or MG 371 or MG 462 or MG 471	3 hrs.		
	MG 382W	3 hrs.			MG 331 or MG 371 or MG 462 or MG 471	3 hrs.		
	General elective	3 hrs.			Apply for Graduation			
	TOTAL	18 hrs.			TOTAL	15 hrs.		
SENIOR	FI 393	3 hrs.			MG 498	3 hrs.		
	MG 420	3 hrs.			MG Elective 300/400 Level	3 hrs.		
	MG 331 or MG 371 or MG 462 or MG 471	3 hrs.			Non-business Elective	3 hrs.		
	MG 331 or MG 371 or MG 462 or MG 471	3 hrs.			Business elective 300/400 level	3 hrs.		

	<i>Internt'l Elective** MK 491</i>	3 hrs.			<i>General Elective</i>	3 hrs.		
	TOTAL	15 hrs			TOTAL	15 hrs.		

*as appropriate, based on SAT or ACT score and high school courses. Subsequent courses chosen, based on whether MA 100 is included in the student's program of study. If MA 100 is taken, may exclude one of the 3 hour general electives. If MA 112 is already taken, may take QM 291.

**FROM PRESCRIBED LIST

***FROM PRESCRIBED LIST; foreign language if pursuing B.A.
 Must be completed or enrolled prior to application for COB major admission

Must be completed before or immediately after admission to COB major

UNIVERSITY OF NORTH ALABAMA
College of Business
Marketing Degree
2008 - 2009
Four Year Plan

	<i>First Semester</i>				<i>Second Semester</i>			
			Grade	Quality Points			Grade	Quality Points
FRESHMAN	EN 111 or EN 121	3 hrs.			EN 112 or EN 122	3 hrs.		
	MA 100 OR MA 112*	3 hrs.			MA 112 or QM 291*	3 hrs.		
	Natural Science w/lab**	4 hrs.			Natural Science w/lab**	4 hrs.		
	HI 101 or HI 101-H or HI 201	3 hrs.			HI 102 or HI 102-H or HI 202	3 hrs.		
	CIS 125	3 hrs.			EC 251	3 hrs.		
	TOTAL	16 hrs.			TOTAL	16 hrs.		
SOPHOMORE	EN 231 or EN 233	3 hrs.			EN 232 or EN 234	3 hrs.		
	COM 201 or COM 210	3 hrs.			QM 292	3 hrs.		
	QM 291	3 hrs.			AC 292	3 hrs.		
	AC 291	3 hrs.			BL 240	3 hrs.		
	EC 252	3 hrs.			MK 360	3 hrs.		
	Fine Arts Elective***	3 hrs.			General Elective*	3 hrs.		
	TOTAL	15 hrs.			TOTAL	18 hrs.		
JUNIOR	QM 295 *	3 hrs.			MG 330	3 hrs.		
	MK 363	3 hrs.			Any 300/400 Level Elective	3 hrs.		
	Any 300/400 Level elective	3 hrs.			Business Elective 300/400 level	3 hrs.		
	MK Elective 300/400 Level	3 hrs.			MK 461	3 hrs.		
	MG 382W	3 hrs.			MK 479	3 hrs.		
	General elective	3 hrs.			Apply for Graduation			
	TOTAL	18 hrs.			TOTAL	15 hrs.		
SENIOR	FI 393	3 hrs.			MG 498	3 hrs.		
	MG 420	3 hrs.			MK Elective 300/400 Level	3 hrs.		
	MK 492	3 hrs.			Non-business Elective	3 hrs.		
	MK 498	3 hrs.			Business Elective 300/400 Level	3 hrs.		
	Intern't'l Elective** MK 491	3 hrs.			General Elective	3 hrs.		
	TOTAL	15 hrs.			TOTAL	15 hrs.		

*as appropriate, based on SAT or ACT score and high school courses. Subsequent courses chosen, based on whether MA 100 is included in the student's program of study. If MA 100 is taken, may exclude one of the 3 hour general electives. If MA 112 is already taken, may take QM 291.

**FROM PRESCRIBED LIST

***FROM PRESCRIBED LIST; foreign language if pursuing B.A.
Must be completed or enrolled prior to application for COB major admission

Must be completed before or immediately after admission to COB major

Source: UNA College of Business Website.

Appendix IV

Admission Requirements for All BBA Majors

Freshmen and transfer students (prior to being admitted into a COB major) will be classified as 'Pre-BBA Students'.

Students must apply for Admission to the College of Business major program after completing 45 semester hours. Students who are not admitted into the COB will not be allowed to enroll in junior/senior level business courses. Students majoring in a field outside the COB but who declare a business minor will be granted a variance from this policy and may enroll in junior/senior courses after they have completed 45 semester hours, assuming they have met any course prerequisite requirement.

Student must have completed or be currently enrolled in each of the following (or equivalent) before admission is granted:

- EN 111
- EN 112
- EN 231
- EN 232
- COM 201
- MA 112
- Science Requirement (4 hours)
- History Requirement (3hours)
- EC 251
- EC 252
- QM 291
- AC 291
- AC 292
- BL 240
- CIS 125

During the 1st 30 hours following admission into the COB major, students must complete all remaining general studies courses and sophomore level business course requirements. Specifically, the following courses must be completed by the end of the first 30 hours of work in the COB:

- Science Requirement (2nd 4 hour course)
- History (2nd course)
- QM 292

- QM 295
- Humanities elective
- All general education and freshman/sophomore level business courses from the lists above

Failure to complete the above courses during the first 30 hours of admission to the major program will result in suspension from the COB until all required general education and sophomore level business courses are successfully completed.

For admission into the College of Business, students must have a 2.0 grade point average (on a 4.0 scale) on all work attempted.

Source: UNA College of Business Website.

Appendix V

College of Business Assessment Plan*

The University of North Alabama will assess all program learning objectives over a three-year period. Two committees, appointed by the Dean, are responsible for the outcomes assessment. The first committee, the Coordinators Committee, is composed of all course coordinators for BBA and MBA core courses. The second committee, the Assessment Review Committee, is composed of a representative from each department, none of whom serve on the Coordinators Committee. The responsibilities of these committees in the outcomes assessment process are delineated below. All committee work is documented and available on the College of Business group page.

Each year, approximately one-third of the objectives will be assessed. The following instruments will be used in the assessment:

- 1. in-class assessments by external reviewers.*
- 2. the Educational Benchmarking Inc. (EBI) survey.*
- 3. faculty-developed knowledge-based exams.*

The main assessment tool used will be in-class assessments by external reviewers. These capture direct measures of outcomes, as opposed to the indirect nature of the EBI surveys. Faculty-developed knowledge-based exams will be used primarily for assessing student comprehension of core concepts from general business courses.

An example of the process of an in-class assessment by an external reviewer is the Department of Computer Information Systems' assessment of written communication in CIS 236 by faculty from the Department of English. An assignment is submitted by each student in the course. A faculty member from the English Department will independently assign a rating using an agreed upon rubric for the purpose of assessing the writing. This rating will not impact the students' grades but is used to assess the writing skills exhibited in the course.

With respect to faculty-developed knowledge-based exams, an example is the MBA-core exam that will be administered to all graduating MBA students. The collective exam scores over specific topics will be used to identify content areas in need of improvement.

The work of the Assessment Review Committee is to review the outcomes of the various assessments (in-class assessments by external reviewers; Educational Benchmarking, Inc. [EBI] survey results; and results of faculty developed knowledge-based exams). As a result of these assessments, the Assessment Review Committee will identify one to three areas as targets for improvement.

Once the College of Business Assessment Review Committee has identified and communicated one to three targets for improvement, responsibility for action shifts to the College of Business Coordinators Committee. Each committee member will initially coordinate development of learning outcomes for his or her core course(s). The

Assurance of Learning Committee will perform an analysis to determine if the learning outcomes are consistent with and reflect the College of Business learning goals and objectives.

The Assessment Review Committee will develop and implement an Improvement Action Plan to specifically address needed improvements. Results of the actions taken are evaluated as part of the future assessment process with the Assessment Review Committee reporting results to the Coordinators Committee and to the College of Business Administrative Committee. Improvement plans are reinforced, altered, or eliminated based on performance improvements that have taken place.

Specific improvement-plan items include minor course-specific changes such as technology upgrades, innovative pedagogy, and other new tools. However, alterations to course learning objectives may be required. Other major changes, such as curriculum-wide modifications, may be required. When necessary, the Coordinators Committee will recommend curriculum changes to the Administrative and Curriculum Committee.

The time-frame for each learning outcome is three years. Specifically, when a learning outcome is assessed, the committees will meet in the following fall semester to develop the action plans. Implementation will begin during the following spring semester. All ongoing work over the next year will be documented by the Coordinators Committee. Finally, the loop will be closed during the third year, when the applicable outcome will be assessed next.

Implementation of the Assessment Plan began in the 2007-2008 academic year. The status of outcomes assessment agenda items are given below:

- *Coordinators Committee Formation: completed Spring 2008*
- *Development of Learning Outcomes for Core Courses: completed Spring 2008*
- *Assurance of Learning Committee Analysis of Learning Outcomes: completed Spring 2008*
- *Assessment Review Committee Formation: to be completed – early Fall 2008 (priority item)*
- *Initial Assessment Cycle: to be completed Fall 2008*
- *EBI Survey: administered Spring 2008 for undergraduate program*
- *Improvement Action Plan: to be developed Fall 2008 (based on Spring 2008 EBI survey)*

With respect to the curriculum, the College of Business Administrative and Curriculum Committee will be responsible for all change and review. The Department Chair for the applicable area will submit any proposed curriculum changes to the Curriculum Committee for review and approval. All approved changes will be submitted to either the Undergraduate Curriculum Committee (for BBA) or the Graduate Council (for MBA). Faculty should be cognizant of meeting times for the above committees, as well as any posted deadlines for submission of changes to be made in the next catalog.

Any faculty member(s) may initiate the curriculum change process, based on community needs, industry changes, discipline changes, results of the outcomes

assessment process, or other impetuses as deemed applicable. Departments are expected to review their curricula regularly to determine timeliness and relevance of course coverage and offerings.

*Source: “College of Business Outcome Assessment Study and Curriculum Development”; Approved February 26, 2008,
Revised June 30, 2008.