

Wayne State College

Proposal to Add Focus Area to Master of Business Administration Program Supply Chain Management

1. Descriptive Information

A. Name of Institution:

Wayne State College

B. Name of program:

MBA—Supply Chain Management Focus Area

C. Degrees/credentials to be awarded graduates of the program:

Master of Business Administration—Supply Chain Management Focus Area

D. Other programs offered in this field by the institution:

Wayne State College currently offers an MBA program that includes a general degree option or an Accounting Focus Area. Wayne State College also offers an undergraduate BS in Business Administration with a general option and eleven possible concentrations.

E. CIP code:

52.0201

F. Administrative units for the program:

School of Business and Technology—Business and Economics Department

G. Proposed delivery site(s) and type(s) of delivery, if applicable:

Online

H. Proposed date (term/year) the program will be initiated:

Fall 2021

I. Description of Program:

The Master of Business Administration (MBA) is a professional graduate degree designed primarily to provide an educational experience for students who wish to assume positions of increasing responsibility in business. The WSC MBA curriculum consists of two major components. The first component is described as “Common Body of Knowledge” (CBK) courses. This group of courses includes an introductory level course in each functional area of business. Students who have an undergraduate degree in business will typically have completed most, if not all, of these courses.

The second curriculum component is the professional graduate courses. The WSC MBA program requires 30-36 graduate credit hours, including a 24 credit Core. The MBA program is broad in nature and requires students to complete a structured program of one or more courses in each area of business, and also permits students to complete a small specialization in one area. It is designed for those who wish to further their professional development without terminating their employment.

The new focus area in Supply Chain Management is designed to develop professionals who are involved in all business processes from raw materials to consumer purchase. The academic area involves getting the correct products to the correct consumers at the correct time. The program includes business analytics and problem solving skills providing improved decision-making for companies and organizations.

Program of Study: Master of Business Administration – Supply Chain Focus Area (36 hours)

MBA Core (all courses required): 24 hours

BUS	608 Financial Administration	3
	620 Managerial Communication	3
	625 Decision Science.....	3
	650 Managerial Economics.....	3
	652 Management Accounting.....	3
	656 Marketing Administration.....	3
	690 Seminar in Organizational Behavior	3
	692 Administrative Policy	3
	693 MBA Assessment Seminar	0

Supply Chain Management Focus Area: 12 hours

BUS	*585 Predictive Analytics	3
	*586 Seminar in Supply Chain Management.....	3
	*577 Project Management	3
CIS	632 Information Systems Technology and Management	3
Total	36

*WSC baccalaureate students who have already completed the undergraduate equivalent of these courses will substitute other courses by advisement to fulfill the focus area requirements.

Course Descriptions:

All courses are currently found in the WSC Catalog

BUS 608 Financial Administration

A study of financial decision making in the firm; development of a decision-making framework for determining the most efficient allocation of resources within the firm; emphasis placed on the analysis of capital investment projects, long-term sources of funds and short-term financing problems.

BUS 620 Managerial Communications

Application of principles of communication to the managerial setting. The course investigates the influence of organizational climate, manager’s style and use of motivation on the communication process. Communication strategies appropriate to business reports, speeches, interviews, and conferences are explored along with emphasis on managerial problems with employee communication and conflict management. The course includes a focus on methods of analyzing and resolving communication problems.

BUS 625

Underlying structure of quantitative business decisions and their solution. The course emphasizes problem recognition, formulation, and analysis, using software to perform necessary calculations. Topics may include linear programming, goal programming, simulation, queuing and other MS/OR techniques.

BUS 650 Managerial Economics

Application of microeconomic theories in private and public managerial decision-making including an analysis of market structure and its effect on price and output determination. The course incorporates a global perspective and estimation of econometric models for business, government and non-profit organizations.

BUS 652 Management Accounting

An examination of management uses of accounting data with particular reference to decision-oriented cost classification, methods of cost estimation, data appropriate for decision models, standards and controls, and special problems.

BUS 656 Marketing Administration

A study of concepts useful in understanding marketing systems and buyer behavior and developing skills in making marketing decisions. Topics include marketing strategy, decision models, market segmentation, promotional strategy and product management.

BUS 690 Seminar in Organizational Behavior

Examination and analysis of the organization as a social system and the impact of its various components on work attitudes and behavior; topics include the development of organizational structures, organizational effectiveness, decision making and policy formulation, leadership and change.

BUS 692 Administrative Policy

Analysis of policy formulation and implementation from a company-wide standpoint; emphasis on integration of knowledge and approaches across functional areas; both endogenous and exogenous factors that affect company policies; and the role of the firm in society.

BUS 693 MBA Assessment Seminar

This course requires students to demonstrate or report their level of achievement of the student learning objectives developed for the Master of Business Administration program. Various assessment measures such as surveys, comprehensive exams and capstone projects will be used to gather student data. Completion of this course is a graduation requirement. Graded S/NC

BUS 485/585 Introduction to Predictive Analytics

This course introduces an analytical toolset to address modern, data-intensive business problems. The course provides an overview of the key concepts, applications, processes, and techniques relevant to business analytics. The course is intended to provide tools for business applications working with data, databases, and reports from analytic models. It covers the basic fundamentals of data analysis and inferential statistics as well as predictive modeling techniques; including linear regression, logistic regression, and decision trees.

BUS 486/586 Seminar in Supply Chain Management

The focus of this course is on bringing together the concepts and theories of Supply Chain Management through the application in real world settings. Students will emulate decision making through simulated applications and will work with local/regional organizations to make improvements or explore opportunities enhancing supply chain applications.

CIS 477/577 Project Management

This course provides an introduction to the management of projects. Emphasis is placed on both the technical aspects of the project management process and the management of the human behavioral/situational aspects of projects. The nature of projects is explored. The techniques and tools of project management are introduced. Operational, tactical, and strategic implications of project management approaches are considered. The use of current project management software is incorporated. Students are also provided with an understanding of the many environmental and behavioral issues surrounding project management, and approaches to dealing with these issues. Graduate students in these courses have additional requirements beyond those for the undergraduate students.

2. Centrality to Role and Mission:

Wayne State College's Mission Statement reads, "Dedicated to freedom of inquiry, excellence in teaching and learning and regional service and development." As part of this mission, the vision is to improve educational opportunities for all students and provide service to individuals, schools, and communities. The Supply Chain Management focus area has been developed with the awareness and assistance of the faculty and staff in the Business and Economics Department. The program was benchmarked against regional programs such as University of Nebraska—Lincoln.

The Supply Chain Management Concentration aligns with the Comprehensive Statewide Plan for Postsecondary Education. We are responding to changing workforce and community needs. Anecdotally, we have requests from local and regional businesses that are seeking students with competencies in SCM. Statistically, the demand of the SCM Concentration is evident based on #3 Evidence of Need and Demand.

3. Evidence of Need and Demand

A. Need for the program:

Nebraska has a strong presence in the transportation and supply chain management arena. The 2019 Bureau of Labor Statistics data shows that transportation and material moving is the third largest occupation in Nebraska. Interviews with area employers during Forward Nebraska meetings noted demand for supply chain professionals. Dialogue with employers at the Wayne State College career fair have also showed a strong desire for increased development of supply chain talent for our state.

An industry publication (RSI logistics, link below) notes the annual growth in supply chain jobs requiring degrees is nearly 30%. A University of Nebraska report (October 3, 2018) notes that supply chain management offer some of the highest placement rates and starting salaries of all business careers. The Bureau of Labor Statistics notes that the 2019 median pay is \$74,750 per year. U.S. News has the field ranked #17 in best business jobs.

Students who meet the entry requirements for our MBA program will also meet the requirements of the Supply Chain management focus area. Targeted recruitment within the transportation industry is also anticipated.

B. Demand for the program:

The department anticipates moderate demand for the Supply Chain Management Focus area. The existing MBA program has 139 students (Fall 2020 Major / Minor report). Global demand for a supply chain management workforce is evident.

According to a GlobalNewswire 2020-2025 Industry Outlook, the Global Supply Chain Analytics market is projected to increase 5.3 billion dollars. This market will be fueled by demand in consulting and professional services, as well as software, robotics, automation, and AI.

4. Adequacy of Resources:

A. Faculty and Staff Resources:

The Business and Economics department currently has fourteen faculty teaching the Business Administration program. The core of the Master of Business Administration program is consistent for the general program and the focus area. No new core classes are needed for this program. The focus area classes are either currently being taught (BUS 577, BUS 585 and CIS 632) or are anticipated to be a dual-listed (BUS 586) class included in the new Supply Chain Management undergraduate program. This program can be added with no additional courses.

B. Physical Facilities:

The program is taught online, so no need for changes to physical facilities.

C. Instructional Equipment and Informational Resources:

The new program will use the campus learning management system, Canvas, which is a valuable tool to deliver online programs. No new instructional resources are anticipated.

D. Budget Projections for the first five years of program:

No new resources are needed. Tuition generated by new students should be strongly positive. The program should generate new revenue with very little, if no, additional cost. If the institution has a significant increase in enrollment in the overall MBA program, a second section of some MBA core classes may be necessary to meet demand. It is anticipated that the additional sections could be handled on a temporary basis by overload assignments.

5. Avoidance of Unnecessary Duplication:

The MBA program is available at many institutions in our region. The current MBA program has been successful because of our cost structure. The Supply Chain Management focus area is offered at the University of Nebraska (Omaha and Lincoln). The University of South Dakota offers a graduate area in Business Analytics. It is not currently offered at any of the Nebraska State Colleges. A review of private institutions in Nebraska shows Bellevue and Creighton with some similar programs (project management and business analytics).

6. Consistency with the *Comprehensive Statewide Plan for Postsecondary Education*:

The program would be offered totally online. This program meets the goal to “USE OF INSTRUCTIONAL TECHNOLOGY TO BROADEN ACCESS.” The program will provide students with skills that are needed for Nebraska’s workforce development. This meets the major statewide goal of “SKILLED GRADUATES and WORKFORCE DEVELOPMENT.”

References:

"Global Supply Chain Analytics Industry Outlook 2020-2025 with Profiles of 28 Players Including IBM, Oracle, SAP and SAS Institute." GlobeNewswire 14 Aug. 2020: NA. Business Insights: Essentials. Web. 15 Mar. 2021.

<https://www.rsilogistics.com/blog/career-outlook-for-logistics-supply-chain-management/>

Wayne State College
Proposal to Add Focus Area to Master of Business Administration Program
Human Resource Management

1. Descriptive Information

A. Name of Institution:

Wayne State College

B. Name of program:

Master of Business Administration—Human Resource Management Focus Area

C. Degrees/credentials to be awarded graduates of the program:

Master of Business Administration—Human Resource Management Focus Area

D. Other programs offered in this field by the institution:

Wayne State College currently offers an MBA program that includes a general degree option or an Accounting Focus Area. Wayne State College also offers an undergraduate BS in Business Administration with a general option and eleven possible concentrations, including Human Resource Management. Additionally, the MS program in Operational Management includes a Focus Area in Human Resource Management.

E. CIP code:

52.0201

F. Administrative units for the program:

School of Business and Technology—Business and Economics Department

G. Proposed delivery site(s) and type(s) of delivery, if applicable:

Online

H. Proposed date (term/year) the program will be initiated:

Fall 2021

I. Description of Program:

The Master of Business Administration (MBA) is a professional graduate degree designed primarily to provide an educational experience for students who wish to assume positions of increasing responsibility in business. The WSC MBA curriculum consists of two major components. The first component is described as “Common Body of Knowledge” (CBK) courses. This group of courses includes an introductory level course in each functional area of business. Students who have an undergraduate degree in business will typically have completed most, if not all, of these courses.

The second curriculum component is the professional graduate courses. The WSC MBA program requires 30-36 graduate credit hours, including a 24 credit Core. The MBA with

a focus area is broad in nature and requires students to complete a structured program of one or more courses in each area of business, and also permits students to complete a small specialization in one area. It is designed for those who wish to further their professional development without terminating their employment.

The new focus area in Human Resource Management is designed for those students who want to maximize employee performance in service of their employer’s strategic objectives. The program covers a series of business activities used to manage the employees within a business organization, specifically related to workforce planning and employment; employee recruitment, selection, orientation, performance appraisals; human resource development; job analysis and design; compensation and benefits; and employee labor relations.

Program of Study: Master of Business Administration – Human Resource Management Focus Area (36 hours)

MBA Core (all courses required): 24 hours

BUS	608 Financial Administration.....	3
	620 Managerial Communication.....	3
	625 Decision Science.....	3
	650 Managerial Economics.....	3
	652 Management Accounting.....	3
	656 Marketing Administration.....	3
	690 Seminar in Organizational Behavior.....	3
	692 Administrative Policy.....	3
	693 MBA Assessment Seminar.....	0

Human Resource Management Focus Area: 12 hours

BUS	*552 Human Resource Development.....	3
	*553 Workforce Planning and Employment.....	3
	*554 Total Compensation.....	3
	*555 Employment Law and Labor Relations.....	3

Total 36

*WSC baccalaureate students who have already completed the undergraduate equivalent of these courses will substitute other courses by advisement to fulfill the focus area requirements.

Course Descriptions:

All courses are currently found in the WSC Catalog

BUS 608 Financial Administration

A study of financial decision making in the firm; development of a decision-making framework for determining the most efficient allocation of resources within the firm; emphasis placed on the analysis of capital investment projects, long-term sources of funds and short-term financing problems.

BUS 620 Managerial Communication

Application of principles of communication to the managerial setting. The course investigates the influence of organizational climate, manager's style and use of motivation on the communication process. Communication strategies appropriate to business reports, speeches, interviews, and conferences are explored along with emphasis on managerial problems with employee communication and conflict management. The course includes a focus on methods of analyzing and resolving communication problems.

BUS 625 Decision Science

Underlying structure of quantitative business decisions and their solution. The course emphasizes problem recognition, formulation, and analysis, using software to perform necessary calculations. Topics may include linear programming, goal programming, simulation, queuing and other MS/OR techniques.

650 Managerial Economics

Application of microeconomic theories in private and public managerial decision-making including an analysis of market structure and its effect on price and output determination. The course incorporates a global perspective and estimation of econometric models for business, government and non-profit organizations.

BUS 652 Management Accounting

An examination of management uses of accounting data with particular reference to decision-oriented cost classification, methods of cost estimation, data appropriate for decision models, standards and controls, and special problems.

BUS 656 Marketing Administration

A study of concepts useful in understanding marketing systems and buyer behavior and developing skills in making marketing decisions. Topics include marketing strategy, decision models, market segmentation, promotional strategy and product management.

BUS 690 Seminar in Organizational Behavior

Examination and analysis of the organization as a social system and the impact of its various components on work attitudes and behavior; topics include the development of organizational structures, organizational effectiveness, decision making and policy formulation, leadership and change.

BUS 692 Administrative Policy

Analysis of policy formulation and implementation from a company-wide standpoint; emphasis on integration of knowledge and approaches across functional areas; both endogenous and exogenous factors that affect company policies; and the role of the firm in society.

BUS 693 MBA Assessment Seminar

This course requires students to demonstrate or report their level of achievement of the student learning objectives developed for the Master of Business Administration program. Various assessment measures such as surveys, comprehensive exams and capstone projects will be used to gather student data. Completion of this course is a graduation requirement. Graded S/NC.

BUS 452/552 Human Resource Development

This course focuses on developing and implementing programs and processes directed toward organizational performance improvement, learning, and change; employee training and development; and addressing the unique needs of a diverse workforce. Students will utilize tools for assessment, analysis and evaluation for the purpose of identifying and establishing priorities, and measuring the results of human resource development activities.

BUS 453/553 Workforce Planning and Employment

This course focuses on the development and implementation of recruitment, selection, on boarding, succession planning, retention, and organizational exit programs necessary to achieve organizational objectives. Students will apply techniques such as Markov analysis to assess labor (internal and external) supply and demand; and metrics to evaluate recruitment sources and retention strategies, such as return on investment, cost per hire, and time to fill. Further, students will incorporate technology through the application of Human Resource Information Systems (HRIS).

BUS 454/554 Total Compensation

This course focuses on the design and management of total compensation programs. The course will examine the internal consistency and external competitiveness of wage structures and how organizations assign pay rates to various jobs. Students will apply procedures to conduct job evaluation, and tie pay plans to employee performance and skill development. Further, they will assess and recommend benefits plans, such as healthcare insurance, pensions, and legally mandated benefits; and other incentives, such as tuition reimbursement, flexible schedules.

BUS 455/555 Employment Law and Labor Relations

This course focuses on the workplace relationship between employer and employee. Students will explore activities that maintain relationships and working conditions that balance employer and employee needs and rights. Further, students will identify plans and policies which provide a safe and secure working environment and protect the organization from liability.

2. **Centrality to Role and Mission:**

Wayne State College's Mission Statement reads, "Dedicated to freedom of inquiry, excellence in teaching and learning and regional service and development." As part of this mission, the vision is to improve educational opportunities for all students and provide service to individuals, schools, and communities. In our interactions with human resource management professionals, we have gained an understanding of their needs. This new academic offering will help students develop the necessary skill sets and apply their knowledge to help HRM professionals of Nebraska thrive.

The Human Resource Management Focus area was developed utilizing the courses from our senior level / graduate level existing courses. Our undergraduate program was developed to meet the Society for Human Resource Management guidelines. The proposed focus area also includes the same focus area courses as the Master of Science in Organizational Management.

The program was vetted and approved by the Wayne State College Graduate Council, a group of nine faculty members representing each of the academic schools on campus.

3. **Evidence of Need and Demand**

A. **Need for the program:**

Nebraska has great need in the Human Resource Management area. The May 2019 Bureau of Labor Statistics data shows that Office and Administrative support functions is the largest

occupation in Nebraska. Discussions with current MBA students show support for having an HRM option within the MBA program.

The 2019 occupational handbook notes the national job outlook for the HRM focus area has a growth rate of 7%. The handbook notes the 2019 median pay was \$61,920 per year for an HR Specialist. A graduate degree is becoming increasingly common for career advancement. Glassdoor notes that HR managers have an average base salary of \$78,377.

Students who meet the entry requirements for our MBA program will also meet the requirements of the HRM program. Targeted recruitment toward current human resource professionals and members of the Society for Human Resource Management is anticipated.

B. Demand for the program:

The department anticipates moderate demand for the Human Resource Management Focus area. The existing MSOM HR program has 26 students (Fall 2020 Major / Minor report). We anticipate the MBA—HR program would gain an additional 10 students.

4. **Adequacy of Resources**

A. Faculty and Staff Resources:

The Business and Economics department currently has fourteen faculty teaching the Business Administration program. The core of the Master of Business Administration program is consistent for the general program and the focus area. No new core classes are needed for this program. The focus area classes are taught as dual-listed 400 / 500 level classes, and again, no new courses are needed for the program. The HRM focus area courses are also identical to those of the Master of Science in Organizational Management HRM focus area. The institution is using the twelve-hour block of courses for three programs; two graduate and one undergraduate.

B. Physical Facilities:

The program is taught online, so no need for changes to physical facilities.

C. Instructional Equipment and Informational Resources:

The new program will use the campus learning management system, Canvas, which is a valuable tool to deliver online programs. No new instructional resources are anticipated.

D. Budget Projections for the first five years of program:

The program uses existing courses. No new resources are needed for this program. Tuition generated by new students should be strongly positive. The program should generate new revenue with very little, if no, additional cost. If the institution has a significant increase in enrollment in the overall MBA program, a second section of some MBA core classes may be necessary to meet demand. It is anticipated that the additional sections could be handled on a temporary basis by overload assignments.

5. **Avoidance of Unnecessary Duplication:**

The MBA program is available at many institutions in our region. The current MBA program has been successful because of our cost structure. This program will prepare students for Society for Human Resource (SHRM) certification. It is unclear how many regional programs prepare students for this certification.

Wayne State College has a Human Resource Management focus area within the Master of Science in Organization Management (MSOM) degree that currently has 26 students (Fall 2020 Major / Minor report). The MBA focus area is different in three major ways:

- The MBA includes business prerequisites and core business courses that are not required of the MSOM program. The Society of Human Resource Management outlines eight core competencies, one of which is Business Acumen. The individual shall understand “the organization’s operations, functions and external environment, and apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization” (SHRM, 2018, p. 40). The core of the MBA addresses this competency.
- Second, the MSOM program requires six hours of thesis, scholarly project or internship. The MBA focus area will require coursework only, however, opportunities for experiential learning will continue.
- Third, the MBA focus area is more quantitative, while the MSOM focus is more behavioral. The two programs should appeal to two distinct audiences.

6. Consistency with the Comprehensive Statewide Plan for Postsecondary Education:

The program will be offered totally online. This program meets the goal to “USE OF INSTRUCTIONAL TECHNOLOGY TO BROADEN ACCESS.” The program will provide students with skills that are needed for Nebraska’s workforce development. This meets the major statewide goal of “SKILLED GRADUATES and WORKFORCE DEVELOPMENT.”

References:

Society for Human Resource Management (2018). *Human Resource Curriculum*. Retrieved from https://www.shrm.org/certification/for-organizations/academic-alignment/Documents/2019%20Curriculum%20Guidebook%20Update_FNL.pdf