

University of North Alabama
Department of Management and Marketing
Program Review

Name and Signature of Chair: _____

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

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).

**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

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.

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

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 –

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 lec[]TJETBT1 0 0 1 (ti)-3(n)-9(g)TJETBT1 0 0 1 261.05 54 hou EM)1 300.53

Admission Requirements

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

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

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						

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		

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

(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

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
-

MK 498

3 hrs.

***Business Elective
300/400 Level***

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 MA 100 OR MA 112*	3 hrs. 3 hrs.			EN 112 or EN 122 MA 112 or QM 291*	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 taken, may take QM 291.
 general electives. If MA 112 is already

**FROM PRESCRIBED LIST

***FROM PRESCRIBED LIST; foreign language if pursuing B.A.
 Must be completed or enro

*as appropriate, based on SAT or ACT score and high school courses. Subsequent courses chosen, based on whether MA 100 is
taken, may take QM 291. is already

**FROM PRESCRIBED LIST

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

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.