

CALIFORNIA STATE UNIVERSITY SAN MARCOS

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R. E. \_\_\_\_\_ Catalog \_\_\_\_\_ File \_\_\_\_\_

PROGRAM CHANGE PROPOSAL - Form P-2

COLLEGE  CHABSS  CoBA  CoEHHS  CSM

TITLE OF PROGRAM MBA, Specialized Accelerated option Discipline

Check one:  Change to Program  Program Deletion

TITLE OF DEGREE PROGRAM: \_\_\_\_\_

This form is the signature sheet for a change to, or deletion of, an existing program. Note that the addition of a new option/concentration/emphasis/track is a new "program," and requires the use of Form P.

For a change to a program,

- 1. Attach a page (or pages) giving a brief summary of the purpose of this proposal, and its connection to the mission and student learning outcomes of the program.
2. Attach catalog copy showing exactly how the program should appear in the catalog if the changes are approved.

For a program deletion, attach a statement explaining the impact on students: how will the program be "taught-out" for declared majors?

Does this proposal impact other disciplines or units? Yes \_\_\_ x \_\_\_ No \_\_\_ If yes, obtain signature(s). Any objections or concerns should be stated in writing and attached to this form. Please check the box to indicate whether a memo has been attached.

Table with 4 rows for signatures and dates, and checkboxes for Support/Oppose.

1. Robert Aboolian 4/20/17
Originator (Please Print) Date

2. [Signature] 5/11/17
Program/Department (Director/Chair) Date

3. [Signature] 7/10/17
College Curriculum Committee^ Date

APPROVAL PROCESS

4. [Signature] 8.31.17
College Dean (or Designee)\* Date

5a. University Curriculum Committee^ Date

5b. Budget and Long-Range Planning Committee (if applicable)^ Date

6. Academic Senate Date

7. Provost (or Designee) Date

8. President Date

9. Date to Chancellor's Office (if applicable)

\* Where appropriate, attach a memo on program impact on the unit and the ability of the unit to support it. Check the box next to the signature line to indicate whether a memo has been attached.
^ Where appropriate, attach a memo summarizing the curricular and/or resource deliberations. Check the box next to the signature line to indicate whether a memo has been attached.

Tracker RP PS



**Brief summary of the purpose of this proposal, and its connection to the mission and student learning outcomes of the program:**

The College of Business Administration (CoBA) currently offers a Specialized Accelerated MBA (SAMBA) program for full time students. The first cohort of this program started in summer 2014 with 26 students in two specializations: Business Intelligence (BI) and International Business (IB). A third specialization in Hospitality and Tourism Management (HTM) was offered to the third cohort that started in Summer 2016. OSCM department proposes the addition of the Supply Chain Management (SCM) specialization to the SAMBA program. This proposal is prepared by a taskforce of the OSCM Department faculty and the OSCM Department Advisory Board. The OSCM Department Advisory Board is comprised of senior level supply chain professionals across the north county region who are invested in the success of the supply chain students, department and the supply chain profession. The advisory board reviews its mission, vision, and objectives throughout the year in order to identify opportunities and initiate actions to support the supply chain management students through the CoBA and OSCM Department's academic programs. Attached please find the letter by OSCM Department Advisory Board in the complete support of the proposed program. The specialized courses will not be offered until Spring 2019.

**Market for graduates with SCM specialization MBA:**

Supply Chain Management is a growing field that impacts product and service organizations. We believe that there is a great market for MBA graduates with SCM specialization at the local, national and international levels. Currently there is a great shortage of MBA graduates with knowledge and understanding of SCM.

- Wall Street Journal reports that Supply Chain Management is the new hot MBA specialization and that is because with global supply chain becoming more complex, companies are trying to hire people with supply chain expertise, but these experts are hard to find.
- Fortune magazine reports that there are 1.4 million supply chain employees needed by 2018.
- Bureau of Labor Statistics reports that employment in Supply Chain Management is projected to grow 22 percent from 2012 to 2022, much faster than the average of all careers.
- Material Handling and Logistics Institute constantly ranks San Diego-Carlsbad-San Marcos in the Top 50 Logistics Cities in the United States.

### **Target Populations:**

There are a great number of students who could be feeder to this program. These include but not limited to our own Global Supply Chain Management students who graduate with a bachelor's degree. We also believe that for retiring veterans, this could be an ideal program for them, since many in the service deal with Logistics and SCM issues as part of their military careers. The certificate portion of the program could also be very interesting for the working professionals.

### **Marketability of the SAMBA program with SCM specialization:**

The very fact that the curriculum for this program has been designed from a direct collaboration between the industry and OSCM Department is an attest to its marketability. Note that the program learning objectives and courses have been carefully chosen with consideration of hiring graduates with SCM specialization in mind.

### **Viability of the proposed Program:**

Please note that adding this specialty to the program would not require substantial resources or add a substantial cost to the program. In fact it could be shown that if this specialization just adds one more student to the current cohort, it would not only breakeven but it will also make the program profitable. This is because this specialization will include three of the current courses in the SAMBA program, which are being taught to other specializations.

### **Curriculum:**

The SCM specialization like every other specialization will be using the same foundation and core courses for the first two semesters. It will also use the same experiential learning model as the Business Intelligence during the last semester. For the Specialization courses taken in spring semester, we suggest the following six courses:

- 1- Business Analytics
- 2- Global Supply Chain Management
- 3- International Culture and Negotiations
- 4- *Sales and Operations Planning*
- 5- *Global Procurement and Strategic Sourcing*
- 6- *Governance, Risk Management and Compliance*

Please note the first three courses are already part of international specialization program, so in a sense by this proposal we will only be adding three additional courses (in italic fonts and underlined) to the SAMBA program.

## **Resource Implications**

SAMBA, and all of its associated specializations, is designed to be a self-supporting program to be offered through Extended Learning. All expenses will be paid through student tuition and fees. Given the expected demand we believe that the additional specialization will result in enrollment growth that can feed the four options.

## **Participating Faculty:**

There are four faculty who helped to develop the SCM Specialization and/or will teach the courses in the program:

- **Robert Aboolian, Professor, Operations and Supply Chain Management:** Robert received his Ph.D. in Operations Management from Rotman School of Management at University of Toronto in 2002. He is the Faculty Director of Specialized Accelerated MBA (SAMBA) program, and the Chair of Operations and Supply Chain Management Department. He teaches Operations Management, Supply Chain Management, Revenue Management, Business Statistics, Project Management and Decision Models at undergraduate and MBA levels. His research interests include Location of Competitive Facilities, Service System Design, Reverse Logistics, Supply Chain Network Design, Nonlinear Integer Programming, Production and Inventory Planning, Web Services Planning, and Online Game System Design and his work has been published in leading journals such as INFORMS Journal on Computing, Transportation Science, IIE Transactions, European Journal of Operational Research, Journal of Operational Research Society and Annals of Operations Research. He serves as an ad-hoc reviewer for many top quality journals and is in the editorial board of the International Journal of Applied Management Science and the International Journal of Information Systems and Supply Chain Management. He is an active member of INFORMS (Institute for Operations Research and the Management Sciences). He has worked in the industry for many years as an industrial Engineer and has consulted many elite companies and organizations globally.
- **Soheila Jorjani, Professor, Management Science:** Soheila received her Ph.D in Operations Research from University of California Irvine in 1988, her Masters Degree in Operations Research from University of Texas at Dallas (1983) and her Bachelors degree in Marketing Sciences from UT Dallas (1980). Previously she was an Assistant Professor of Operations Management at the University of Massachusetts at Boston (1988-1989) and California State University at Fullerton (1989-1992). She has publications in leading Journals in Operations research and Mathematical Programming Research. She is currently the Faculty Director of SAMBA program.

- **Annie Ngo, Adjunct Professor, Operations and Supply Chain Management:** Annie received her Ph.D. in Leadership Studies: Organizational Leadership from the University of San Diego in 2016. She received her MBA from Arizona State University and her Bachelors in Business Administration with an emphasis in Supply Chain Management from USD. She is a procurement consultant at Alere Inc. and lecturer at California State University San Marcos, University of San Diego, and San Diego Miramar College. She teaches undergraduate courses—Procurement and Supplier Management, Business Statistics, Introduction to Data Analytics, Business Communications, Business Mathematics as well as graduate courses—Action Research Methods and Field-Based Research. Her research interests include leadership developmental networks, cultural competence, Asian American leadership, and mentoring. She has 12 years corporate experience as a Strategic Sourcing Manager primarily in the Aerospace & Defense and Medical Device industries. As a consultant, she designs and delivers global training and development courses on category and supplier management best practices, negotiation strategies, and small business subcontracting. She also develops and implements cost savings and supplier management programs, procurement policies on contract review and execution, as well as design contract templates in conjunction with legal departments.
  
- **Nima Zaerpour, Assistant Professor, Operations and Supply Chain Management:** He has received his PhD in Operations Management from Rotterdam School of Management, Erasmus University, the Netherlands in 2013. Prior to joining California State University, Dr. Zaerpour was an assistant professor at VU University Amsterdam. In 2012, he was a visiting scholar at the School of Industrial and Systems Engineering, Georgia Tech. Also, in 2011, he was a visiting scholar at the School of Management, University of Science and Technology of China. His research has been published in leading scientific journals such as Production and Operations Management, Transportation Science, IIE Transactions, European Journal of Operational Research, and International Journal of Production Research. His research interests are Facility Logistics Management, Distribution Logistics Management, Supply Chain Management, and Terminal Operations Management. He serves as a reviewer for top tier journals such as Operations Research, Production and Operations Management, Transportation Science, IIE Transactions, European Journal of Operational Research, and Interfaces. He has developed Warehousing Decision Support tools and has served as consultant for Supply Chain and Logistics companies.

## **Courses offered and their Descriptions:**

### **OM 632: Sales and Operations Planning**

Sales and Operations Planning (S&OP) is a senior management decision-making process that ensures that the tactical plans in all business functions are aligned and support the business plan. S&OP is the vital process to balance customer demand with supply capacity. S&OP aims to better match supply and demand by managing supply using capacity, inventory, outsourcing, and backlogs and by managing demand using short-term price discounts and trade promotions. This course particularly focuses on three main concepts: demand planning, supply planning, and sales and operations planning. Topics include, but are not limited to, Demand Forecasting, Demand Shaping, Capacity Planning, Inventory Management, Material and Production Planning, Outsourcing, Aggregate Production Planning, Supply Chain Integration and Coordination, Conesus Forecast (Tactical S&OP), Collaboration (Sales/Operations/Finance/Business Development), Management review and KPI measurement, and S&OP simulation game.

### **OM 634: Global Procurement and Strategic Sourcing**

Global procurement has become a way for organizations to meet the challenges of new markets and global competitors while also creating shareholder and customer value. CEO's and CFO's recognize that their competitive success is linked to the performance of their procurement and strategic sourcing function. This course will focus on the tools, techniques, strategies and processes used by world-class global procurement organizations. Role-playing simulations and case studies will be used. Topics include: make vs. buy analysis, strategic sourcing process, negotiation of supplier pricing and terms, contract management of commercial and government contracts, supplier management, risk management, and the Procure-to-Pay (P2P) Process.

### **OM 636: Governance, Risk Management, and Compliance**

To successfully execute an organization's strategy, directors and senior management benefit greatly from a system of Corporate Governance integrated and supported by programs of risk management and compliance. Laws, regulations, and rules of regulatory bodies as well as internal policies influence these systems. This course will focus on what and how effective governance systems are designed, implemented, operated, and monitored within all forms of organizations: public, private, and not-for-profit. Thus, this course is designed to enable students to understand both the theoretical and practical aspects of risk management, compliance, and regulation as it relates to the linkage between the capital markets and the governance of an organization. Discussion Forums, company assessments, and case studies will be used.

## **Proposed Catalog copy of the program (changes in red):**

### **MASTER OF BUSINESS ADMINISTRATION, SPECIALIZED ACCELERATED\***

- Certificate of Advanced Study in Business Foundations
- Certificate of Advanced Study in Core Business Knowledge
- Certificate of Advanced Study in Business Intelligence
- Certificate of Advanced Study in International Business
- Certificate of Advanced Study in Hospitality and Tourism Management
- Certificate of Advanced Study in Supply Chain Management
- Master of Business Administration, Business Intelligence Specialization
- Master of Business Administration, International Business Specialization
- Master of Business Administration, Hospitality and Tourism Management Specialization
- Master of Business Administration, Supply Chain Management Specialization

### **Description of the Program**

The program consists of 36-48 units in three discrete, stackable phases: the Foundation, the Core, and the Specialization in Business Intelligence (BI) or International Business (IB), or Hospitality and Tourism Management (HTM), or Supply Chain Management (SCM). This ~~three~~ four-phased approach offers three entry and exit points into and out of the program. Only those completing or satisfying the requirements of all three phases will earn an MBA.

### **Program Schedule**

The program has been designed for students with 0-3 years of work experience, and offered during weekday morning hours. This schedule accommodates students who work part-time. The program can be completed in 12-15 months if studied full-time, or 2-3 years for part-time students.

*\*The MBA, Specialized Accelerated is offered through the Office of Extended Learning.*

### **MBA Bridge (1 unit):**

Before beginning the program, all students will be required to complete a 1-unit MBA Bridge program focused on basic skills including, business communication, and quantitative methods. Admission to the bridge requires admission to the MBA Program.

## **The Foundation (0-12 units) – Certificate of Advanced Study in Business Foundations**

The Foundation is a multi-disciplinary 500-level pre-MBA program consisting of six 2-unit courses, offered during the 10 week summer session. It is designed as a refresher of basic business courses for those with undergraduate business degrees and as an introduction to business disciplines for those holding undergraduate degrees in non-business disciplines. This 12-unit sequence is required of all entering students. Domestic students with business degrees may petition to waive the Foundation. Admission to the Foundation requires successful completion of the MBA Bridge. Students receive a certificate of completion for the Foundation if they successfully complete all Foundation courses with a GPA of 2.5 or higher.

ACCT 502	2
FIN 502	2
MKTG 502	2
MGMT 502	2
OM 502	2
MIS 502	2

## **The Core (17 units) – Certificate of Advanced Study in Core Business Knowledge**

The Core is a multi-disciplinary graduate 600-level set of eight 2-unit courses and a 500 level 1-unit career planning and development course. They are distinct from, and more advanced than the Foundation, and assume mastery of the basic business education. Admission to the Core requires successful completion of the Foundations with a GPA of 3.0 or higher, or a waiver of the Foundations and successful completion of the MBA Bridge. Students whose Foundations GPA falls below 3.0 may petition to move forward to the Core, but if approved, they will be placed on academic probation.

Students who successfully complete the Core but do not continue in the program may earn a Certificate of Advanced Study in Core Business Knowledge. Successful completion of this certificate requires a minimum GPA of 2.5 and a minimum grade of 2.0 in all courses.

Students who continue in the program to earn the MBA degree must complete the Core with a GPA of 3.0 or higher.

BA 602	2
MGMT 602	2
BA 604	2
ACCT 602	2
MKTG 602	2
FIN 602	2
MGMT 604	2
MGMT 606	2
BA 502	1



## **Specialization (12 units) – Certificates of Advanced Study in BI/IB/HTM/SCM**

The specialization has ~~three~~ four specializations: Business Intelligence, International Business, ~~and~~ Hospitality and Tourism Management, and Supply Chain Management that each consists of six advanced-level 2-unit courses. In an information- driven global economy, there is a great need for MBA graduates with these specializations. Admission to the Specialization requires successful completion of Foundation and the Core with a cumulative GPA of 3.0 or higher. Students whose cumulative GPA falls below 3.0 may petition to move forward to the Specialization, but if approved, they will be placed on academic probation. Students who successfully complete the Core but do not continue in the program may earn a Certificate of Advanced Study in Core Business Knowledge. Successful completion of this certificate requires a minimum GPA of 2.5 and a minimum grade of 2.0 in all courses.

### **Business Intelligence Specialization**

MIS 612	2
OM 612	2
OM 614	2
MIS 614	2
MIS 616	2
MKTG 612	2

### **International Business Specialization**

GBM 612	2
OM 612	2
MKTG 614	2
FIN 612	2
OM 616	2
GBM 614	2

### **Hospitality and Tourism Management Specialization**

MGMT 622	2
OM 622	2
MKTG 622	2
FIN 622	2
MKTG 624	2
MGMT 624	2

### **Supply Chain Management Specialization**

OM 612	2
OM 616	2
GBM 612	2
OM 632	2
OM 634	2
OM 636	2

## **Culminating Experience (6 units)**

After completing their specializations, students will be required to complete Strategic Management in Global Environment as a Capstone course. BI and HTM Specialization students will take a 4-unit Masters Project, tailored to their specialization. IB Specialization students will participate in a 4-unit international experience involving travel to a foreign country with a faculty member to participate in company visits and a project. International students will have the option to complete their international experience under the direction of a faculty member in the U.S. who will guide them in local company visits and project work equivalent to that done by the US students overseas. Completion of the Culminating Experience will lead to the completion of the MBA Degree.

## **Business Intelligence /Hospitality and Tourism Management/Supply Chain Management Specializations**

BA 675	2
BA 685	4

## **International Business Specialization**

BA 675	2
GBM 685	4

## **General Admissions Requirements**

- A GMAT score of 500 or above, with a minimum 30th percentile score in the Verbal section, a minimum 30th percentile score in the Quantitative section, a 4.0 or higher score in the Analytical Writing section, and a score of 4.0 or higher in the Integrated Reasoning section.
- A Grade Point Average (GPA) of “B” (3.0) or better in the last 60 graded semester units from a regionally accredited university. Only regular courses from four-year colleges and/or universities will be used in calculating an applicant’s GPA; no extension courses or community college courses will be included.

## **Important notes:**

- Students must satisfactorily meet the GMAT requirement before being admitted to the MBA Core. They may enter the Bridge and the Foundation prior to completing the GMAT. Students not meeting this requirement may not be admitted to the Core, but can receive a certificate for completing the Foundation.
- All graduate applicants, regardless of citizenship, whose preparatory education was principally in a language other than English must demonstrate competence in English. English proficiency may be demonstrated by tests such as TOEFL or IELTS. International graduate students must meet university proficiency minima as defined in this catalog. Students not meeting the graduate level proficiency but who meet the undergraduate minimum level may be admitted to the Bridge and Foundations, but must meet graduate level proficiency minimum requirements to be admitted to the Core.
- The admission committee reviews applications not meeting all minimum requirements for an admission decision.

### **Advancement to Candidacy – Business Intelligence/ Hospitality and Tourism Management/Supply Chain Management Specializations**

In order to be considered for advancement, MBA students must be in good standing with an overall graduate GPA of at least a 3.0, have fulfilled the master's student Graduate Writing Assessment Requirement, and have no more than 6 units (including BA 675 and BA 685) remaining towards the completion of the MBA program. Students will be reviewed for advancement to candidacy before they are enrolled in BA 675.

### **Advancement to Candidacy – International Business Specialization**

In order to be considered for advancement, MBA students must be in good standing with an overall graduate GPA of at least a 3.0, have fulfilled the master's student Graduate Writing Assessment Requirement, and have no more than 6 units (including BA 675 and GBM 685) remaining towards the completion of the MBA program. Students will be reviewed for advancement to candidacy before they are enrolled in BA 675.

### **Graduation Requirements**

Completion of the MBA degree requires: (1) an overall GPA of at least 3.0 (B average) in all coursework within the program, (2) a minimum grade of 2.0 (C) in each course, (3) fulfillment of the master's student Graduate Writing Assessment Requirement, (4) advancement to candidacy and (5) fulfillment of the culminating experience requirement.