



The University of Georgia

University Council
Athens, Georgia 30602

November 21, 2008

UNIVERSITY CURRICULUM COMMITTEE – 2008-2009

Mr. David E. Shipley, Chair

Agricultural and Environmental Sciences - Dr. Timothy L. Foutz

Arts and Sciences - Dr. Richard E. Siegesmund (Arts)

Dr. Rodney Mauricio (Sciences)

Business - Dr. James S. Linck

Ecology - Dr. James W. Porter

Education - Dr. Yvette Q. Getch

Environment and Design - Mr. Scott S. Weinberg

Family and Consumer Sciences - Dr. Jan M. Hathcote

Forestry and Natural Resources - Dr. Ronald L. Hendrick

Journalism and Mass Communication - Dr. Wendy A. Macias

Law – No representative

Pharmacy - Dr. Keith N. Herist

Public and International Affairs - Dr. Anthony M. Bertelli

Public Health – Dr. Phaedra S. Corso

Social Work - Dr. Patricia M. Reeves

Veterinary Medicine - Dr. K. Paige Carmichael

Graduate School - Dr. Malcolm R. Adams

Undergraduate Student Representative – Ms. Jamie Beggerly

Graduate Student Representative – Ms. Amrita Veliyath

Dear Colleagues:

The attached proposal to change the name of the Evening MBA Program to the Fast Track Professional MBA program will be an agenda item for the December 5, 2008, Full University Curriculum Committee meeting.

Sincerely,

David E. Shipley, Chair
University Curriculum Committee

cc: Dr. Arnett C. Mace, Jr.
Professor Jere W. Morehead

Proposal for a Change in the Name of a Program

Introduction

The Terry College proposes to phase out its Evening MBA program and replace it with the Fast Track Professional MBA program. The Fast Track Professional MBA will incorporate the most distinctive elements of the Executive MBA program: a cohort structure that supports the development of professional and personal relationships among participants, an overall program theme of personal leadership development, a delivery model that combines face-to-face classroom interaction with structured distance learning, and an accelerated schedule that allows students to complete the program in less than two years. The two programs will also share the same core curriculum. The Fast Track Professional MBA program will target a different segment of the market of working professionals, and will use a different format for delivering program content, and a different pricing structure. The Fast Track Professional MBA program will also feature fewer amenities than are offered in the Executive MBA program; e.g., there is no 360° assessment, no personal leadership coaching, and students have to pay for books and course materials and for the (optional) international residency. The changes position the Fast Track Professional program to be highly competitive against the formidable alternatives offered in metropolitan Atlanta

Target Market

The Fast Track Professional MBA program targets working professionals from metropolitan Atlanta and surrounding areas interested in developing the skills and perspectives required as individuals assume positions of increasing managerial responsibility within their organizations. The program is expected to attract participants who are similar to students currently enrolled in the Evening MBA program, who have a minimum of 2-3 years of work experience and an average of 6-8 years. Interested individuals will be attracted to the program's content, its emphasis on distance learning, its Buckhead and Gwinnett locations, and the brand value of both the College and the University.

Program Content

As in the Executive MBA program, the Fast Track Professional MBA program emphasizes personal leadership development. This theme requires a solid understanding of the structural foundation of the business enterprise, which is addressed in analytical and functional coursework. The leadership emphasis is further developed within two modules dedicated to the many facets of this topic, e.g., self-awareness, communications, social influence, motivation and empowerment, negotiation and conflict resolution, ethics, and team processing. The result is significantly enhanced leadership skills: the ability to think and act strategically, to communicate a vision of the future, to motivate and empower others, to tolerate ambiguity and embrace change, to collaborate with strategic partners, and to develop the leadership potential of others.

The Fast Track Professional MBA program consists of 16 courses, each worth 3 semester credit hours towards the MBA degree. The program is partitioned into 10 modules delivered over a two-year period, with approximately 50% of the program's content delivered asynchronously

using distance-learning technologies. Three of the modules are six-week intensive seminars dedicated to the development of participants' leadership skills. One module is an (optional) 10-day international residency in which participants visit other countries to gain perspective on how business processes are affected by the prevailing economic, cultural, and regulatory environment. In each of the remaining six modules, participants take two courses at a time. The first four of these modules emphasize core business knowledge and practice, and the final two are dedicated to more specialized electives. These modules consist of a pre-reading period, 18-21 face-to-face contact hours per course, 5 weeks of distance learning, and a wrap-up period. As shown in Table 1, these courses alternate between weeks in which students attend live class sessions and distance learning weeks where new content is delivered using the Blackboard distance-learning platform.

Table 1: Structure of a Typical Module

<u>Week</u>	<u>Activity</u>	<u>Week</u>	<u>Activity</u>
1	Pre-reading week	8	6-7 evening contact hours
2	6-7 evening contact hours	9	Distance learning week
3	Distance learning week	10	6-7 evening contact hours
4	6-7 evening contact hours	11	Distance learning week
5	Distance learning week	12	6-7 evening contact hours
6	6-7 evening contact hours	13	Wrap-up week
7	Distance learning week		

A list of courses and a program calendar for the first cohort of the Fast Track Professional MBA program are shown in Table 2. Please note that other courses could be substituted into Modules 8 and 10 based on instructor availability and student interest.

Table 2: Course Schedule

<u>Module</u>	<u>Class Session Dates</u>	<u>Courses</u>
1	Aug. 10 – Sept. 12, 2009	EMBA 7410 - Skills and Perspectives for Effective Leadership
2	Sept. 21 – Dec. 3	EMBA 7010 - Economic Analysis for Business Leaders EMBA 7100 - Analytical Tools for Decision Making
3	Jan. 4 – March 18, 2010	EMBA 7150 - Financial Accounting and Reporting EMBA 7200 - Managerial Finance
4	April 5 – June 17	EMBA 7250 - Marketing Management EMBA 7310 - Operations Management
5	July 5 – Aug. 7	EMBA 7350 - Business Ethics EMBA 7400 – Bargaining and Negotiation
6	Aug. 16 – Oct. 28	EMBA 7450 - Information Technology and Strategy EMBA 7550 - Strategic Management

7	Nov. 15 – Dec. 18	EMBA 7850 - International Residency
8	Jan. 10 – March 24, 2011	EMBA 7710 - Legal and Regulatory Environment of Business EMBA 7500 - Enterprise Risk Management
9	April 16-25	EMBA 7850 - International Residency
10	May 2 – July 14	EMBA 7750 - Service Operations Management EMBA 7800 – Entrepreneurship and New Venture Creation

Course Content

EMBA 7410 - Skills and Perspectives for Effective Leadership

Focuses on the development of fundamental leadership skills, such as self-awareness, strategic thinking, creating a motivating environment, empowerment and delegation, managing change, and team processing. A key objective is to provide participants with a full evaluation of their current leadership style and potential and develop an individualized action plan for improving and broadening leadership capability.

EMBA 7010 - Economic Analysis for Business Leaders

Introduces the basic tools of microeconomics and macroeconomics to analyze management decisions and competitive strategies of firms in a market economy. Microeconomic concepts of supply and demand, production, cost, and market structure are combined with macroeconomic issues related to fiscal and monetary policy to form a solid understanding of the relationship between the structure and performance of the business firm and the economic environment in which it operates.

EMBA 7100 - Analytical Tools for Decision Making

Enhances the analytical skills of business managers who must make decisions based on quantitative data, in particular in environments characterized by significant uncertainty. Topics of study include sampling, estimation and inference, regression, simulation, decision analysis, and constrained optimization.

EMBA 7150 - Financial Accounting and Reporting

Addresses the basic concepts that underlie the preparation and use of accounting information utilized in the preparation of financial statements for shareholders and other external users. Topics of study include concepts of accounting (such as cash vs. accrual), the format and content of financial statements, and interpretation of corporate annual reports.

EMBA 7200 - Managerial Finance

Considers the responsibilities, concerns, and methods of analysis employed by corporate financial managers, and the role of financial markets and institutions in the modern economy. Topics of study include capital structure, dividend policy, asset evaluation, capital budgeting, risk analysis, and portfolio theory.

EMBA 7250 - Marketing Management

Explores the foundation of strategic and tactical decision-making in marketing through

intelligence gathering, environmental analysis, positioning of market offerings, and market segmentation. Topics of study include marketing management thinking, analyzing customers and competition, positioning strategy, product development, relationship logistics, and integrated marketing communications.

EMBA 7310 - Operations Management

Examines how operational processes can be designed and managed to ensure that goods are produced and services delivered in a timely manner with the cost and quality characteristics required by customers. Emphasis is placed on effective decision-making to determine how people, facilities, inventories, and information can be managed to create and maintain competitive advantage for the firm. Topics of study include process analysis, operations planning and control, total quality management, and operations strategy.

EMBA 7350 and 7400 – Business Ethics, Bargaining and Negotiation

Focuses on processes for negotiating and resolving practical and ethical conflicts encountered in business environments. A key objective is to allow participants to interact with their personal leadership coach in reviewing progress towards leadership goals, and to revise individual action plans accordingly.

EMBA 7450 - Information Technology and Strategy

Explores the strategic use of Internet technology to support organizational goals and increase organizational performance. Provides an executive's guide to Internet technology and network computing, as well as models for identifying strategic opportunities. Addresses issues important in creating and implementing an Internet strategy.

EMBA 7550 - Strategic Management

Combines elements of traditional corporate strategy with principles of large-scale organizational change to produce an overview of strategic management as an organic process for adapting the firm to its changing environment. Topics of study include practical issues related to mental frameworks and human behavior, environmental and competitor analysis, and change implementation.

EMBA 7710 - Legal and Regulatory Environment of Business

Creates an enhanced level of awareness of many legal issues that directly impact the way that leaders conduct business. The course is designed to develop an understanding of legal and regulatory topics to gain an appreciation for the role of effective business/government relationships. Topics of study include legal institutions, contracts, public law, employees, and international law.

EMBA 7500 - Enterprise Risk Management

Investigates the impact of the cultural, economic, regulatory, and organizational environment in which a business operates on enterprise risk. Emphasis is placed on appreciating the various sources of risk and how they interact to form an overall risk profile of the firm. This holistic view recognizes the importance of risk, regardless of its source, in affecting a firm's ability to achieve its strategic objectives.

EMBA 7850 - International Business and Residency

Exposes participants to the business challenges and opportunities in selected countries. The program incorporates economic, political, social, cultural, and organization issues through a mix of lectures, guest speakers, site visits, and cultural excursions.

EMBA 7750 - Service Operations Management

Explores best practices in the service sector by analyzing leading-edge firms and the strategies they employ to create and maintain competitive advantage. Emphasis is placed on the close coordination of marketing and operations in the design and implementation of service delivery processes. Topics of study include the importance of developing both human and technical skills among employees who represent the most critical point of contact between the service organization and its customers, and the role of technology in changing the nature of the service delivered and/or the way in which the service is delivered.

EMBA 7800 - Entrepreneurship and New Venture Creation

Examines the new venture process, from idea generation to startup to harvest. Emphasis is placed on the generation of a complete business plan for a new product or service.

Admissions Requirements

Admission to the Fast Track Professional MBA program requires a Bachelor's degree from an accredited institution of higher learning, as well as a minimum of 2-3 years of relevant work experience. Several issues are considered in evaluating an applicant's qualifications.

- Does the candidate have the perspective, the intellectual capacity, and the drive and discipline to successfully complete all program requirements?
- Will the program content add significant value, given the candidate's current position in the organization and his/her potential for future growth?
- Will the candidate's experience and expertise add to the educational experience of other participants in the program, and is he/she motivated to share these strengths with others?

Consideration is given to both academic and professional accomplishments in assessing program candidates. The following information is collected and evaluated to determine a candidate's potential.

- A completed application form as well as a written essay articulating the candidate's qualifications and motivation for pursuing advanced education.
- Official transcripts from all educational institutions previously attended.
- A score on the Graduate Management Admissions Test.
- A TOEFL score if English is not the candidate's primary language.

- Two letters of recommendations addressing the candidate's intellectual potential and professional expertise and experience.
- A letter of sponsorship from an appropriate member of the candidate's organization that stipulates that the candidate will be given the time required to participate in the program.
- An admissions interview.

Pricing

The Fast Track Professional MBA program will be offered at a price of \$42,000 per participant for in-state students and \$52,000 for non-resident students. This is competitive with comparable programs in metropolitan Atlanta and throughout the southeast. Residence requirements are identical to those maintained throughout the University of Georgia.

Program Management

Administrative support for the Fast Track Professional MBA Program will be provided by the staff members who currently manage the Evening MBA program.

Richard Daniels, *Program Director*

Phone: (404) 842-4862

E-mail: rdaniels@terry.uga.edu

Chris Neilands, *Marketing Director*

Phone: (404) 842-4859

E-mail: neilands@terry.uga.edu

Argy Russell, *Admissions Director*

Phone: (404) 467-5124

E-mail: asrussel@terry.uga.edu

Debora Cisneros, *Associate Admissions Director*

Phone: (404) 467-5126

E-mail: asrussel@terry.uga.edu

Melissa Holland, *Director of Operations*

Phone: (404) 842-4861

E-mail: holland@terry.uga.edu

Amanda Williams, *Associate Director of Operations*

Phone: (404) 467-5127

E-mail: mandyw@terry.uga.edu

Greg Armstrong, *Associate Director of Operations*
 Phone: (678) 985–6812
 E-mail: garmstro@terry.uga.edu

Ashley Teusink, *Operations Director*
 Phone: (404) 842–4863
 E-mail: ateusink@terry.uga.edu

Budget

Since the Fast Track Professional MBA program consists of courses already developed and delivered for the Executive MBA program, and since the administrative infrastructure required to support the program is already in place, no start-up costs are required to launch the program. Table 3 provides a summary of revenue and cost estimates for several levels of program activity.

Table 3 - Financial Projections for Fast Track Professional MBA Program

	Number of Students		
	100	120	140
Revenue^a	\$4,200,000	\$5,040,000	\$5,880,000
Costs			
Salaries	\$400,000	\$400,000	\$400,000
Marketing	\$300,000	\$300,000	\$300,000
Instruction ^b	\$576,000	\$576,000	\$576,000
Faculty Travel ^c	\$23,000	\$23,000	\$23,000
Technical Support	\$50,000	\$50,000	\$50,000
Alumni Affairs	\$50,000	\$50,000	\$50,000
Events	\$30,000	\$40,000	\$50,000
Staff Travel	\$20,000	\$20,000	\$20,000
Career Services	\$20,000	\$20,000	\$20,000
Overhead ^d	\$100,000	\$110,000	\$120,000
Student Expenses	\$50,000	\$60,000	\$70,000
Technology Fee ^e	\$63,000	\$75,600	\$88,200
University Transfer ^f	\$240,000	\$288,000	\$336,000
Total Cost	\$1,922,000	\$2,012,600	\$2,103,200

- a. @ \$42,000 per student
- b. \$12,000/section x 3 sections/course x 16 courses
- c. \$80/class session x 6 class sessions/section x 3 sections/course x 16 courses
- d. Office expenses; credit card processing fees
- e. \$105/ student per semester x 6 semesters x the number of students
- f. \$250/credit hour x 48 credit hours/ student x the number of students x 20%

Program Costs Assessed to Students

There are no costs beyond those normally associated with the Full-Time MBA program in Athens. Students are responsible for the cost of books and other course materials, and for the cost of the (optional) international residency.

Accreditation

The Fast Track Professional MBA program will be accredited by the Association to Advance Collegiate Schools of Business.