

# Cecil College Academic Program Review



Management  
June 2013

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## Executive Summary

The Management Option degree program first appeared in the 1974 – 1975 Cecil College Catalog. Over the years, the College periodically reviewed its academic offerings for accuracy and relevance. While these reviews have led to other business related degree programs being offered, the Management Option Program has remained constant.

Cecil College's Management Option Degree program supports the mission of the College as well as the initiatives outlined in the Strategic Plan by providing a wide range of comprehensive coursework in a variety of business coursework that fosters the development of knowledge, skills, and abilities that are essential for students to prepare for workforce entry or advancement and personal enrichment.

The Strategic Plan focuses on four strategic initiatives:

1. Emphasis on student completion
2. Increasing opportunities for Bachelors and Higher Degree Programs in Cecil County
3. Creating workforce opportunities related to federal government expansion, and
4. Becoming a regional leader in incorporating innovative technology

Based on this review, it is recommended The Management Option degree program should be retained. As part of this effort, the course credit requirements should be reviewed to determine the possibility of reducing the credits required from 67 to 62. This would directly focus on first three strategic initiatives listed above.

This could be accomplished as follows:

- Eliminate the requirement for the following courses:

ACT Activity Electives	2 Credit Hours
BUS Elective	3 Credit Hours
- 6 credits from any combination of the following business courses

BUS 216 Organizational Leadership I	3 Credit Hours
BUS 231 Management of Human Resources	3 Credit Hours
BUS 244 Organizational Behavior	3 Credit Hours

Details of this information can be found in Section 6.0 – Recommendations

The establishment of the Business Advisory Group is considered critical to success of the overall Business Program. Membership will be comprised of the following:

Continuing Education – Member

Business Faculty – Member

Recent Graduate – Member

2<sup>nd</sup> Year Student – Member

Private/Public Industry – Member (3-5)

The Management Option program has been a successful component of Cecil College for many years. With the implementation of the recommendations from this review, the program should continue to be an important part of its academic success.

## 1.0 Program Description

The Associate of Applied Science Business and Commerce Technology – Management Option degree program is designed to prepare students for entry and career advancement in various management areas including finance, wholesaling, and manufacturing, as well as non-profit and government offices.

The Associate of Applied Science Business and Commerce Technology – Management Option requires the completion of 67 credits.

## 1.1 Program History

### 1.1.1 Provide brief history of the program.

The Management Option degree program first appeared in the 1974 – 1975 Cecil College Catalog. Over the years, the College periodically reviewed its academic offerings for accuracy and relevance. While these reviews have led to other business related degree programs being offered, the Management Option Program has remained constant.

As a result of a review conducted of the General Studies Degree program during the fall 2002 and approved by the Academic Affairs Committee and the Academic Senate in April 2003, Cecil College defines **general education** as the portion of the curriculum devoted to the development of the skills, knowledge, and abilities desired of all students regardless of chosen majors. The general education program provides all students with writing, speaking, reading, critical thinking, computing, and information literacy and knowledge to function as educated citizens in a complex world.

Cecil College's General Education Core Requirements in Management Option degree is congruent with the General Education requirements of Maryland's higher education regulations and with Standard 12 of the *Characteristics of Excellence* of Middle States Association Commission on Higher Education.

Details of the General Education review are available in the program assessment for the General Studies Degree Program conducted in spring 2012.

### 1.1.2 Relationship to the College's Mission Statement and Strategic Plan

#### *Cecil College Mission Statement*

"Cecil College is a comprehensive, open-admission, learner-centered institution. The College provides career, transfer, and continuing education coursework and programs that anticipate and meet the dynamic intellectual, cultural and economic development challenges of Cecil County and the

surrounding region. Through support services and a technologically enriched learning environment, the College strives to empower each learner with skills, knowledge, and values needed for college preparation, transfer to four-year institutions, workforce entry or advancement, and personal enrichment. Further, Cecil College promotes an appreciation of cultural diversity, social responsibility, and academic excellence."

*CC Strategic Plan 2010-15*

### ***Cecil College Strategic Plan***

The Strategic Plan focuses on four strategic initiatives:

1. Emphasis on student completion
2. Increasing opportunities for Bachelors and Higher Degree Programs in Cecil County
3. Creating workforce opportunities related to federal government expansion, and
4. Becoming a regional leader in incorporating innovative technology

Cecil College's Management Option Degree program supports the mission of the College as well as the initiatives outlined in the Strategic Plan by providing a wide range of comprehensive coursework in a variety of business coursework that fosters the development of knowledge, skills, and abilities that are essential for students to prepare for workforce entry or advancement and personal enrichment.

### **Faculty Profile**

Given the nature of the Management Option Degree, most of our faculty members teach courses related to the course sequence. We have listed here, those Business and Commerce Technology faculty members who teach the mandatory courses for this degree. Faculty members teaching the General Education requirements are listed with the General Education assessments.

<b>Faculty Member</b>	<b>Credentials</b>	<b>Courses Taught</b>	<b>Other College Activities</b>
Candace Vogelsong	M.S.  B.S.	BUS 103, 210, 212, 216	Chair, Business and Commerce Technology  Member, Faculty Senate



<b>Faculty Member</b>	<b>Credentials</b>	<b>Courses Taught</b>	<b>Other College Activities</b>
Bobbye Haupt	M.S. B.S.	CIS 101	Chair, Senate Instructional Technology Committee Member Academic Senate
Peggy Jenkins	M.S. B.S.	ACC 101, 102 Formally BUS 101, 102	Developmental Education Committee Periodic Review Report Committee (Fall 2013) Faculty Sponsor – Hustler's Ambition (Student Club)
David Ore	M.A. B.S.	BUS 131, 187, 231, 244	Professional Development Committee Completion Committee
Angelo Roberto	M.S.	BUS 111	Adjunct Faculty

## Management Option Degree - General Education and Program Requirements – 67 Credit Hours

<u>Course</u>	<u>GenEd</u>	<u>Number of Credits</u>
ACC 101 Accounting I (Formally BUS 101)		3 Credit Hours
ACC 102 Accounting II (Formally BUS 102)		3 Credit Hours
ACT Activity Electives		2 Credit Hours
CIS 101 Introduction to Computer Concepts	[I]	3 Credit Hours
BUS Elective		3 Credit Hours
BUS 103 Introduction to Business		3 Credit Hours
BUS 111 Business Communications		3 Credit Hours
BUS 131 Principles of Management		3 Credit Hours
BUS 187 Business Ethics		3 Credit Hours
BUS 210 Business Law		3 Credit Hours
BUS 212 Principles of Marketing		3 Credit Hours
BUS 216 Organizational Leadership I		3 Credit Hours
BUS 231 Management of Human Resources		3 Credit Hours
BUS 289 Business Practicum		3 Credit Hours
ECO 221 Economics – Micro (SS)		3 Credit Hours
ECO 222 Economics – Macro (SS)		3 Credit Hours
EGL 101 Freshman Composition	[E]	3 Credit Hours
EGL 102 Composition and Literature	[H]	3 Credit Hours
MAT Math Elective (from 121, 127, or 201	[M]	4 Credit hours
SCI Science Elective/Science Elective with Lab2	[SL]	4 Credit hours
SOC SCI Social Science Electives or		
PSY SCI Psychology Elective	[SS]	3 Credit Hours
SPH 121 Interpersonal Communications	[H]	3 Credit Hours

## 2.0 Statistical Data [Program Level]

The enrollment data for the past five years for the required business courses are provided below. The general education courses are addressed within the Program Review conducted by each discipline.

## Enrollment History

**FY 2008 – 2012**

### Management Degree

		Total Enrollment	% of Annual Total
FY 2007/2008	Summer 2007	16	16%
	Fall 2007	70	48%
	Spring 2008	59	41%
FY 2008/2009	Summer 2008	15	10%
	Fall 2008	68	44%
	Spring 2009	70	46%
FY 2009/2010	Summer 2009	24	12%
	Fall 2009	89	47%
	Spring 2010	78	41%
FY 2010/2011	Summer 2010	23	11%
	Fall 2010	99	50%
	Spring 2011	78	39%

FY 2011/2012	Summer 2011	Total Enrollment	% of Annual Total
		20	11%
	Fall 2011	85	48%
	Spring 2012	74	41%

## Full-Time/Part-Time Enrollment

**FY 2008 – 2012**

		Total Enrollment	Full-time	% of Total	Part-time	% of Total
<u>FY 2007/2008</u>	Summer 2007	16	0	0%	16	100%
	Fall 2007	70	24	34%	46	66%
	Spring 2008	59	25	42%	34	58%
<u>FY 2008/2009</u>	Summer 2008	15	0	0%	15	100%
	Fall 2008	68	33	49%	35	51%
	Spring 2009	70	32	46%	38	54%
<u>FY 2009/2010</u>	Summer 2009	24	0	0%	24	100%
	Fall 2009	89	49	55%	40	45%
	Spring 2010	78	40	51%	38	49%
<u>FY 2010/2011</u>	Summer 2010	23	3	13%	20	87%
	Fall 2010	99	53	54%	46	46%
	Spring 2011	78	39	50%	39	50%

<u>FY 2011/2012</u>	Summer 2011	20	0	0%	20	100%
	Fall 2011	85	39	46%	46	54%
	Spring 2012	74	34	0%	40	54%

## Students by Age

	<b>Total Enrollment</b>	<b>less than 25</b>	<b>26-30</b>	<b>31-40</b>	<b>41-50</b>	<b>51 and over</b>
FY 2007/2008	5	1	1	1	1	1
FY 2008/2009	6	1	1	2	2	0
FY 2009/2010	3	1	2	0	0	0
FY 2010/2011	9	5	0	2	2	0
FY 2011/2012	7	2	0	2	1	2

## Percentage of Students by Age

	<b>Total Enrollment</b>	<b>less than 25</b>	<b>26-30</b>	<b>31-40</b>	<b>41-50</b>	<b>51 and over</b>
FY 2007/2008	5	20%	20%	20%	20%	20%



FY 2008/2009	6	17%	17%	33%	33%	0%
FY 2009/2010	3	33%	67%	0%	0%	0%
FY 2010/2011	9	56%	0%	22%	22%	0%
FY 2011/2012	7	29%	0%	29%	14%	29%

### Students by Gender

	Total Enrollment	Female Students	% of Total	Male Students	% of Total
FY 2007/2008	5	4	80%	1	20%
FY 2008/2009	6	5	83%	1	17%
FY 2009/2010	3	2	67%	1	33%
FY 20010/2011	9	4	44%	5	56%
FY 20011/2012	7	6	86%	1	14%

### Percentage of Students by Ethnicity

Total	African-	American	Asian	Hispanic	White	Two or	Unknown
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	Enrollment	American	Indian			more races	
FY 2007/2008	5	0%	0%	0%	100%	0%	0%
FY 2008/2009	6	9%	0%	0%	100%	0%	0%
FY 2009/2010	3	9%	0%	0%	100%	0%	0%
FY 2010/2011	9	5%	0%	0%	67%	0%	0%
FY 2011/2012	7	11%	0%	0%	71%	0%	0%

### Percentage of Students with Prior College Credits

Year	Total First-time Students	Students Who Had NOT COMPLETED College-Level Credits	Students Who Had Completed 15 College-Level Credits or less	Students Who Had Completed 16-29 College-Level Credits	Students Who Had Completed 30 College-Level Credits or more
FY 2007/2008	1	0%	0%	0%	100%
FY 2008/2009	2	0%	0%	50%	50%
FY 2009/2010	1	0%	0%	100%	0%
FY 2010/2011	5	40%	20%	20%	20%
FY 2011/2012	3	33%	33%	33%	0%
<b>TOTAL</b>	<b>12</b>	<b>25%</b>	<b>17%</b>	<b>33%</b>	<b>25%</b>

## First-time Students in the Fall Semester

### Enrolled in the Next Fall Semester

	N of First-time GSAD Students Enrolled in Fall	Number of Students Enrolled in the Next Fall Semester	Percentage
Fall 2007	20	8	40%
Fall 2008	18	10	56%
Fall 2009	24	11	46%
Fall 2010	34	12	35%
Fall 2011	31	14	35%
<b>TOTAL</b>	<b>127</b>	<b>55</b>	<b>43%</b>

## First-time Students in the Fall Semester

### Who Enrolled in the Next Full Academic Term

	N of First-time GSAD Students	Number of Students Enrolled in the Next	Percentage
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	Enrolled in Fall	FY	
Fall 2007	281	128	46%
Fall 2008	273	145	53%
Fall 2009	245	125	51%
Fall 2010	223	104	47%
Fall 2011	281	129	46%
<b>TOTAL</b>	<b>1,303</b>	<b>631</b>	<b>48%</b>

	Total Degrees	Pell Recipients (from FY01)	% of Total
FY 2007/2008	5	0	0%
FY 2008/2009	1	0	0%
FY 2009/2010	7	2	29%
FY 2010/2011	14	5	36%
FY 2011/2012	5	1	20%
<b>TOTAL</b>	<b>32</b>	<b>8</b>	<b>25%</b>

### 3.0 General Education Objectives

#### Appendix G Program Assessment of General Education Requirements

Program Outcomes	Student Learning Outcomes	Direct/Indirect Assessment Measure	Population	Reporting/Use
<b>A. Students who complete the College's General Education Core Requirements will demonstrate college-level competency in critical and creative thinking skills and problem-solving strategies.</b>	1. Students will identify, categorize and distinguish among elements of ideas, concepts, theories and/or practical approaches to standard problems.  2. Students will analyze, evaluate, and/or criticize various academic disciplines and/or regional/national/global issues.	a. Research Papers b. Exams/Tests c. Final Exams d. Projects e. Multimedia Presentations f. Team-oriented Activities g. Capstone projects	Students in all Business courses	Course Assessments for all required business related courses: BUS 103 Introduction to Business BUS 111 Business Communications  BUS 131 Principles of Management  BUS 187 Business Ethics BUS 210 Business Law  BUS 212 Principles of Marketing BUS 216 Organizational Leadership I  BUS 231 Management of Human Resources BUS 289 Business Practicum

Program Outcomes	Student Learning Outcomes	Direct/Indirect Assessment Measure	Population	Reporting/Use
<b><i>B. Students who complete the College's General Education Core Requirements will demonstrate</i></b>  <b><i>College-level competency in writing.</i></b>	1. Students will demonstrate accurate and effective explanatory writing skills.  2. Students will locate, collect and organize evidence on an assigned research topic.	a. Research papers  b. Papers  c. 'C' Standards rubric	Students in all Business courses	Course Assessments for all required business related courses:  BUS 103 Introduction to Business BUS 111 Business Communications
				BUS 131 Principles of Management  BUS 187 Business Ethics  BUS 210 Business Law  BUS 212 Principles of Marketing BUS 216 Organizational Leadership I
				BUS 231 Management of Human Resources  BUS 289 Business Practicum
<b><i>C. Students who complete the College's General Education Core Requirements will demonstrate college-level competency in oral</i></b>	1. Students will demonstrate effective public speaking skills.  2. Students will demonstrate an ability to evaluate their own	a. Oral presentation rubrics  b. Informal Oral Responses	Students in all General Education courses	Course Assessments for all required business related courses:  BUS 103 Introduction to Business BUS 111 Business Communications

Program Outcomes	Student Learning Outcomes	Direct/Indirect Assessment Measure	Population	Reporting/Use
<b>communications.</b>	public speaking skills.	e. Formal Oral Presentations f. Multimedia Presentations g. Team-oriented Activities		BUS 131 Principles of Management  BUS 187 Business Ethics BUS 210 Business Law  BUS 212 Principles of Marketing BUS 216 Organizational Leadership I  BUS 231 Management of Human Resources  BUS 289 Business Practicum
<b>D. Students who complete the College's General Education Core Requirements will demonstrate college-level competency in quantitative analysis.</b>	1. Students will demonstrate understanding of mathematical principles and methods.  2. Students will demonstrate the ability to perform accurate calculations and symbolic operations.	a. Papers b. Tests c. Final Exams d. Projects e. Team-oriented Activities	Students in all General Education math courses and Business – Accounting courses	Course Assessments for the following Business/Accounting courses:  ACC 101 – Accounting I (Formerly BUS 101)  ACC 102 – Accounting II (Formerly BUS 102)

Program Outcomes	Student Learning Outcomes	Direct/Indirect Assessment Measure	Population	Reporting/Use
<b>E. Students who complete the College's General Education Core Requirements will demonstrate college-level competency in computer literacy and in the ability to work productively with information technology.</b>	1. Students will demonstrate the ability to determine or calculate the solution to a problem through the use of computer technology.  2. Students will demonstrate the ability to make effective use of writing-related computer technology.	a. Information Technology Assessment tool  b. Papers  c. Tests  d. Final Exams  e. Projects  f. Team-oriented Activities	Students in all General Education English courses and Business Courses	Course Assessments for all required business related courses:  BUS 103 Introduction to Business BUS 111 Business Communications  BUS 131 Principles of Management  BUS 187 Business Ethics  BUS 210 Business Law  BUS 212 Principles of Marketing BUS 216 Organizational Leadership I
<b>F. Students who complete the College's General Education Core Requirements will demonstrate college-level competency in awareness of ethics, cultural diversity, artistic expression, health-</b>	1. Students will demonstrate an awareness of ethical behavior.  2. Students will demonstrate an understanding of and appreciation for cultural diversity.	a. Papers  b. Tests  c. Final Exams  d. Projects	Students in all Business Courses	Course Assessments for all required business related courses:  BUS 103 Introduction to Business BUS 111 Business Communications  BUS 131 Principles of Management



Program Outcomes	Student Learning Outcomes	Direct/Indirect Assessment Measure	Population	Reporting/Use
<i>and-wellness issues, and the physical and social environment.</i>	<p>3. Students will demonstrate understanding of and appreciation for artistic expression.</p> <p>4. Students will demonstrate understanding of and appreciation for health-and-wellness issues.</p> <p>5. Students will demonstrate understanding of and appreciation for the physical and social environment.</p>	e. Team-oriented Activities		<p>BUS 187 Business Ethics</p> <p>BUS 210 Business Law</p> <p>BUS 212 Principles of Marketing BUS 216 Organizational Leadership I</p> <p>BUS 231 Management of Human Resources</p> <p>BUS 289 Business Practicum</p>
<i>G. Students who complete the College's General Education Core Requirements will demonstrate college-level competency in information literacy including finding, evaluating, and using information effectively.</i>	<p>1. Students will identify, categorize, and evaluate multiple information resources.</p> <p>2. Students will cite multiple information resources in various course assignments.</p>	<p>a. Information Technology Assessment tool</p> <p>b. Papers</p> <p>c. Tests</p> <p>d. Final Exams</p> <p>e. Projects</p> <p>f. Multimedia Presentations</p>	Students in all Business Courses	<p>Course Assessments for all required business related courses:</p> <p>BUS 103 Introduction to Business BUS 111 Business Communications</p> <p>BUS 131 Principles of Management</p> <p>BUS 187 Business Ethics</p> <p>BUS 210 Business Law</p> <p>BUS 212 Principles of Marketing BUS</p>

Program Outcomes	Student Learning Outcomes	Direct/Indirect Assessment Measure	Population	Reporting/Use
		g. Team-oriented Activities h. Capstone projects		216 Organizational Leadership I  BUS 231 Management of Human Resources  BUS 289 Business Practicum

### **3.1 Program Strengths**

- Facilities/equipment available are good in meeting the requirements for the Management Option.
- Flexibility for students to align courses with the requirements of four-year partners.
- Full and Adjunct Faculty are experienced.
- On-Line Course offerings are available to meet the scheduling needs of students.
- The College has developed a technology plan.
- The Management Option degree program provides a firm foundation for a well-rounded education in preparing students to be successful in the workplace.
- The program has low turnover in faculty and a relatively low student/teacher ratio.
- The Management Option program attracts a diverse group of students and has a diverse group of faculty teaching in the program.
- The Management Option program provides an excellent opportunity to relate various business disciplines from one to another.

### **3.2 Program Weaknesses**

- Inactive Advisory Council
- Need for updated Marketing materials
- Improvement needed in Community Outreach
- Low enrollments in some courses

### **3.3 Program Opportunities**

- Establish active advisory council.
- Develop additional articulation agreements with four-year institutions.
- Develop fully On-Line business program.
- The Base Realignment and Closure (BRAC) initiative is still an opportunity for developing programs.
- Better market career path opportunities for this degree program.
- Revamp marketing and branding strategies for this program, including better website presence.

### **3.4 Program Threats**

- Low enrollment in many courses
- Increasing need/use of Adjunct Faculty
- Competing institutions offering the same or similar programs.

## **4.0 Other Program Information**

### **4.1 Advisory Council/Board**

Currently, there is not an active Advisory Board for the Management Option Degree Program. Action is underway to establish a Business Advisory Board in conjunction with the Cecil College Continuing Education Division. This Board will have members from the local business community, a current student and a recent graduate with Business degree. This Board will assess the curriculum and

recommend adjustments to ensure program offerings are addressing the needs of the students and the business community. It is anticipated the Board will be in place in the September 2013 timeframe and will meet annually throughout the academic year. The recommended composition of this Board is:

Continuing Education – Advisory

Business Faculty – Member

Recent Graduate – Member

2<sup>nd</sup> Year Student – Member

Private/Public Industry – Member (3-5)

#### **4.2 Adequacy of Available Technology**

The technology available for the Management Certificate is adequate in meeting the needs of the students. The technology is reviewed annually and recommendations are made to ensure funding is available during the current budget cycle.

#### **4.3 Adequacy of Facilities**

Classroom space is adequate for students and the library has the necessary resources to meet student need.

#### **4.4 Articulation Agreements**

The following are a sampling of four year schools that are partners through the Artsys System

Cecil College Degree	Partner College/University	Effective date of the Articulation Agreement	Current status of the Articulation Agreement
Management	Notre Dame of Maryland University	Unknown	Active
Management	Frostburg State	Unknown	Active
Management	University of Baltimore	Unknown	Active
Management	Bowie State	Unknown	Active
Management	Towson University	Unknown	Active
Management	Washington College	Unknown	Active
Management	University of Maryland – College Park	Unknown	Active

## 5.0 Program Goals and Objectives

Goals	Timetable for Completion	Required Resources	Obstacles to Completion (if any)
5.1 Establish a Business Advisory Group for the Business Management Degree	Fall 2013	Membership from: 1. Continuing Education 2. Business Faculty 3. Current 2 <sup>nd</sup> year student 4. Recent Graduate 5. 2-3 members from the business community	None Foreseen
5.2 Review Degree Requirements – Reduce requirement from 67 credits to 62 credits	Fall 2013	Advising Business Faculty Faculty Affairs	None Foreseen
5.3 Improve Degree Completion through increased recruitment efforts	On-Going	Advising Student Outreach Business Faculty	None Foreseen

## 6.0 Recommendations

The Management Option degree program should be retained. As part of this effort, the course credit requirements should be reviewed to determine the possibility of reducing the credits required from 67 to 62. This could be accomplished as follows:

- Eliminate the requirement for the following courses:  

ACT Activity Electives
2 Credit Hours

BUS Elective
3 Credit Hours
- Students required to successfully complete the following courses:

Course	GenEd	Number of Credits
ACC 101 Accounting I (Formally BUS 101)		3 Credit Hours
ACC 102 Accounting II (Formally BUS 102)		3 Credit Hours

CIS 101 Introduction to Computer Concepts	[I]	3 Credit Hours
ECO 221 Economics – Micro (SS)		3 Credit Hours
ECO 222 Economics – Macro (SS)		3 Credit Hours
EGL 101 Freshman Composition	[E]	3 Credit Hours
EGL 102 Composition and Literature	[H]	3 Credit Hours
MAT Math Elective (from 121, 127, or 201	[M]	4 Credit hours
SCI Science Elective/Science Elective with Lab2	[SL]	4 Credit hours
SOC SCI Social Science Electives or		
PSY SCI Psychology Elective	[SS]	3 Credit Hours
SPH 121 Interpersonal Communications	[H]	3 Credit Hours
BUS 103 Introduction to Business		3 Credit Hours
BUS 289 Business Practicum		3 Credit Hours
BUS 111 Business Communications		3 Credit Hours
BUS 131 Principles of Management		3 Credit Hours
BUS 187 Business Ethics		3 Credit Hours
BUS 210 Business Law		3 Credit Hours
BUS 212 Principles of Marketing		3 Credit Hours

- 6 credits from any combination of the following business courses


BUS 216 Organizational Leadership I	3 Credit Hours
BUS 231 Management of Human Resources	3 Credit Hours
BUS 244 Organizational Behavior	3 Credit Hours


By reducing the total number of credits required for completion of the Management Option Degree, this could make a considerable difference in the completion rates for those students looking to transfer after graduation.

### Approvals

Signature of Division Chair  Date 1/2/14

Signature of the Chair of the  Date 12/18/2013  
Academic Affairs Committee

Signature of the Dean of  Date 1-2-2014  
Academic Programs

Signature of the Chief  Date 1/7/14  
Academic Officer







