

**Comprehensive Program Review
Department of Management
Georgia State University
January 2022**

The following programs are critical to the institutional mission and thus MEET the institution's criteria for retention:

Bachelor of Business Administration with a Major in Management (520201)

For the past 10 years, the Department of Management has averaged graduating 251 majors per AY, with a range from 215 to 284. In FY 2020, the Department of Management generated 18,030 Upper Division credit hours.

The four-year graduation/retention rates for Department of Management majors are 69% / 75% based on the Fall 2013 cohort. According to GSU records, 272 Department of Management BBA graduates from the AY2012-AY2014 cohort enrolled in further degree programs, with 128 of those students completing degrees, including masters, doctoral, and juris doctorate degrees.

Master of Science with a Major in Management (520201)

Enrollments in the Master of Science program are currently on hiatus due to program redesigns and faculty capacity. Before that hiatus, the department was graduating 17.2 students per year for the past 10 years.

Doctor of Philosophy with a Major in Management (520201)

The PhD program has graduated nine students since 2013. The graduates were placed at institutions including Indiana University, McMaster University (Canada), Washington and Lee University, Alexandria University (Egypt), University of Ottawa (Canada), and Southern Methodist University.

Provost/VPAA Signature and Date _____

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Michael Galchinsky
Associate Provost for Institutional Effectiveness...

Provost/VPAA's Designee Signature and Date

**Appendix: APR Action Plan
Department of Management
January 2022**

1. Major Findings of the Current Review

Based on the departmental self-study report and reviewer report, we list the major findings of the current academic program review as follows:

- (1) **Department Identity and Strategic Direction:** the department has four distinct academic areas. The research interests, target journals, and teaching contents rarely overlap for faculty across the different areas. A common departmental mission statement and articulated set of goals do not exist.
- (2) **Faculty Size and Composition:** since the previous APR, the department has experienced a net loss of 13 (38%) faculty members. After removing the faculty in areas for which the Department of Management is no longer responsible (i.e., Entrepreneurship-2, graduate analytics-1, non-degree executive education-1), the faculty size is down from 34 faculty in Fall 2013 to 25 faculty members in Fall 2020 (26 percent). The department now has fewer tenure-track faculty than non-tenure-track faculty. The number of tenure-track faculty in each area is also significantly smaller than that of peer schools such as University of South Carolina and Clemson University and aspirant schools such as Arizona State University and University of North Carolina.
- (3) **Research Quality and Productivity:** despite the reduction in faculty, especially tenure-track faculty, the department remains highly productive in research and publications. In the *Texas A&M/University of Georgia Rankings of Management Department Research Productivity* in terms of publications in the eight elite management journals, the department was ranked 34 in 2015 (the first year the ranking was established), 49 in 2019, and 38 in 2020 among all Departments of Management in the U.S.
- (4) **Instructional Productivity:** in addition to offering a BBA with a Major in Management with three tracks and four MBA concentrations, the department is responsible for teaching three core courses in the BBA program and four core courses in the MBA program. Despite the shrinking faculty size, the percentage of total graduate and undergraduate credit hours generated by the department has remained stable at 17% or 18% of the total credit hours generated by the college.
- (5) **BBA Program:** the number of students graduated (over 200 each year) with a BBA major in Management has been steady during the review period. Based on the APR student survey results and the APR review team interviews of students, students are generally satisfied with the learning outcomes and the quality of faculty teaching.
- (6) **Master's Programs:** while admission to the M.S. in Management program has been suspended for a few years due to program redesigns and faculty capacity, the department has recently revamped the curriculum in each of the two concentrations: Human

Resource Management and Supply Chain Management. Enrollments in our MBA concentrations declined over the early part of the review period consistent with the declines in the MBA program at that time. The recent growth in MBA enrollment will significantly increase the demand for our MBA core courses and may also lead to increased enrollment in our concentration courses.

- (7) **Ph.D. Program:** currently, Organizational Behavior is the only academic area in the department that admits doctoral students. Because of the limited number of tenure-track faculty in other areas, the current Ph.D. program is deemed as right sized.
- (8) **Business Analytics:** the current size of the Business Analytics faculty is not sustainable to meet demand for BBA and MBA courses in this domain. Further, there may be opportunities for greater efficiency and disciplinary mentorship by bringing the Business Analytics faculty in the Management Department into a closer relationship with the data science faculty in the Institute for Insight.
- (9) **Availability of Major/Concentration Courses:** some of the required major or concentration courses have been offered only once a year or irregularly, potentially affecting student progression toward on-time graduation. This has happened primarily because courses for majors/concentrations have absorbed the majority of the impact caused by faculty reductions.

2. Action Plan for the Coming Cycle

In the coming cycle, the department will work with the college to complete the following action steps:

- a) **Strategic Planning:** responding to the major finding (1) in the last section, the department will develop a strategic plan to identify a mission statement that will unite the unit and to advance the department forward in alignment with college and university goals. The strategic plan will be holistic and consider the department's areas of research emphasis and methodological capabilities and areas of academic emphasis in its portfolio of degree programs, explore the possibility of new strategic directions, and identify opportunities to secure new resources from sponsored research, philanthropic investments, and strategic partnerships. *Timeline: Fall 2021 and Spring 2022.*
- b) **Faculty Hiring to Support Student Progression, to Improve Research Productivity, and to Execute the Forthcoming Strategic Plan:** we will work with the dean's office and the university to secure the faculty resources necessary to ensure student progression in the BBA in Management and MBA programs, to improve research productivity in areas deemed strategically important, and to have the capacity to develop innovative courses and programs, especially graduate programs. *Timeline: in the next two or three years.*

- c) **Graduate Program Development:** the department plans to relaunch the revamped M.S. in Supply Chain Management *in Fall 2022*. Pending approval of the Dean's office and our ability to secure adequate faculty resources, we could also relaunch the revamped M.S. in Human Resource Management *in the next 2-3 years*. The external reviewers also recommended launching other strategy-aligned graduate programs, such as a M.S. in Leadership and Social Sustainability or a M.S. in Innovation program. Additional faculty resources would be necessary to develop, market, and launch such programs. As an alternative, certificates in Leadership and Social Sustainability or in Innovation Management may be more feasible. Timeline: *in the next 2-3 years*.
- d) **Addressing the Issue with Business Analytics:** the department self-study report and the reviewer report raised the question of whether bifurcation of analytics education across Robinson is a wise organizational design to continue. Reviewers specifically recommend that moving Business Analytics to the Institute for Insight or to a small, dedicated department may be preferable to the current structure. The department will work with college leadership to explore this option and to recommend how best to position our data science and business analytics programs for the future. Timeline: *by the end of 2022*.