

**BOARD OF REGENTS**  
**EASTERN MICHIGAN UNIVERSITY**

**RECOMMENDATION**

**NEW ACADEMIC PROGRAM**

**ACTION REQUESTED**

It is recommended that the Board of Regents approve a new Academic Program: Major/Minor in Supply Chain Management

**SUMMARY**

**Major/Minor in Supply Chain Management**

- a. Bachelor of Business Administration in Supply Chain Management
- b. Minor in Supply Chain Management

The major in Supply Chain Management will add an additional major to the current Bachelor of Business Administration program. It will prepare students for in a number of areas centering around the flow of materials, information and facilitating services from the raw material sources through all the organizations necessary to develop, produce and deliver a finished product to its ultimate users. Students will take five core required courses, with restricted and unrestricted electives designed to provide a broad based foundation for careers in Supply Chain Management.


The minor in Supply Chain Management will consist of five required courses and two electives chosen from the same areas of specialization.

**FISCAL IMPLICATIONS**

Supply Chain Management is an interdisciplinary program within the College of Business. Existing resources have been allocated to fund the program.

**ADMINISTRATIVE RECOMMENDATION**

The proposed Board action has been reviewed and is recommended for Board approval.

University Executive  Officer  
Provost and Vice President for Academic Affairs

\_\_\_\_\_  
Date

**EASTERN MICHIGAN UNIVERSITY  
DIVISION OF ACADEMIC AFFAIRS**

**PROPOSAL FOR SUPPLY CHAIN MANAGEMENT  
MAJOR AND MINOR**

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**Proposed Program Name:** Supply Chain Management Major and Minor  
**Degree:** BBA

**Department(s):** MARKETING

**College(s):** COLLEGE OF BUSINESS

**Program Contact:** Hugh B. McSurely, Supply Chain Management Program Coordinator  
**Contact Phone:** 734-487-3323  
**Contact Email:** [hugh.mcsurely@emich.edu](mailto:hugh.mcsurely@emich.edu)

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**I. Description:**

**A. Goals and Objectives**

This document proposes approval of a Major and Minor in the Supply Chain Management to be housed in the Department of Marketing. Even though the program is housed in the Department of Marketing the development and management of this program is a collaborative effort. The CIS Department is a fully participating member of the Supply Chain Management Continuous Improvement Team and offers many of the courses in the program. In addition, College of Technology professors and administrators have worked closely with COB professors on the adaptation of courses they offer in this program.

Supply Chain Management (SCM) is a broad subject area that focuses on the flow of materials, information and facilitating services from the raw material sources through all the organizations necessary to develop, produce and deliver a finished product to its ultimate users. SCM involves the integration of all business organizations and processes involved in the developing and delivering products and services. This field includes SCM management, collaboration and planning; information systems; development of electronic mediated environments; forecasting and inventory management; marketing and channel restructuring; customer relationship management; operations planning and control; procurement and global outsourcing; supplier management; project management; quality control; transportation, distribution, logistics and location decisions. Much of this information is currently being taught in College of Business courses, however, a more in-depth, integrated, and comprehensive program is needed in order to meet the needs of supply chain management professionals.

Even though new courses will be developed at the undergraduate level, the strength of this program is that most of the material in the courses is currently being taught by qualified

professors in the MBA Specialization in Supply Chain Management and by professors currently teaching SCM related undergraduate courses.

1. The general philosophy and intent of this program is to provide an academic and experiential foundation for students interested in careers in Supply Chain Management. The objectives of the program are aligned with the strategic directions presented in Eastern Michigan University's Strategic Plan dated May 23, 2005.
2. The major objectives of this program are to:
  - A. Provide an excellent undergraduate foundation for students entering or continuing to work in SCM positions. This program will enhance chances for successful performance by graduates of this program. (University Direction 1)
  - B. Establish an EMU reputation as an excellent source of undergraduate SCM education. (University Direction 1)
  - C. Fill a demand in the region for undergraduate students with a solid foundation in SCM. (University Directions 1 and 3)
  - D. Work closely with SCM professionals, to ensure that the program is delivering students with the competencies that SCM professionals desire. (University Directions 3 and 6)
  - E. Develop a program which will train students to operate in a global economy. Part of this objective is to utilize the special International Business capabilities in the College of Business. (University Direction 5)
  - F. Build the program in a collaborative effort involving different departments and colleges in the university. (University Direction 6)
3. This program has been developed over the past year by the Supply Chain Management Continuous Improvement Team (SCMCIT). The team of faculty and administrators worked closely with 33 successful supply chain managers to ensure that goals, objectives and competencies in this program were considered important by this professional community. Nine of those professionals serve on the SCM Advisory Board. In multiple meetings, this board has given detailed input on what should be in each of these courses. In fact, many of the course syllabi were reviewed by these professionals to ensure that the courses were offering the level of instruction desired by them.
4. The development of this program is a stated goal in the strategic plans for the Department of Marketing and the College of Business. By being aligned with the University Directions 1, 3, 5 and 6, it fits well with the strategic directions desired by the department, college and university.
5. To accomplish Objective F, different people from different departments worked together when they were developing some of the courses. At both the graduate and undergraduate level, the SCMCIT policy has been to give developers the first opportunity to teach the courses they have developed. Consequently, several courses of the program will be taught by faculty members from both the CIS and Marketing departments. So the collaborate effort is realized in designing, developing and teaching of the courses in the SCM Major and Minor.

**B. Program: The Supply Chain Management Major in Bachelor of Business Administration.**

The structure of the traditional BBA degree is unaltered by this proposal. The only changes necessary for this major are the new lists of required courses and restrictive electives.

The successful student in this program will complete:

General Education Requirements .....	41 hours
Physical Education/Graduation Requirement.....	2 hours
Major Requirements	
Business Core.....	21 hours
Business Administration Core.....	15 hours
SCM Major Required Courses.....	15 hours
SCM Restrictive Electives.....	at least 12 hours
University Electives.....	9 – 18 hours
Minimum Program Requirement.....	124 hours

**B.1. SCM Major Required Courses**

The following five courses are required for every student completing this major.

Course Title	Subject Code/Course Number	Type of Course	Prerequisites	Credit Credit Hours
Fundamentals of Global Business	IB 210	Existing		3
Introduction to SCM	SCM 380	Revised MKTG 464	POM 374* MKTG 360	3
Logistics	SCM 385	Revised MKTG 364	MKTG 360	3
Purchasing and Supply Management	SCM 386	New		3
Global Supply Chain Management	SCM 465	New	SCM 380 IB 210	3

\* POM 374 has a prerequisite of DS 265 or departmental permission.

## B.2. Restricted Electives

Students with a SCM major would need to select at least four courses from the following list:

Course Title	Subject Code/Course Number	Type of Course	Prerequisites	Credit Hours
Advanced Logistics	SCM 464	New	SCM 385	3
International Business Law	LAW 350	Existing		3
Operations Planning and Scheduling in the Supply Chain	SCM 420	New	POM 374	3
Industrial Climate	INDT 346	Existing		3
Industrial Quality Control	QUAL 320	Existing	Math 105	3
Enterprise Resource Planning	IS 350	Existing	IS 215	3
Business-to-Business Marketing	MKTG 374	Revised of MKTG 374	MKTG 360	3
Retailing	MKTG 363	Existing	MKTG 360	3
Marketing Strategy	MKTG 368	Existing	MKTG 360	3

## B.3. Unrestricted Electives

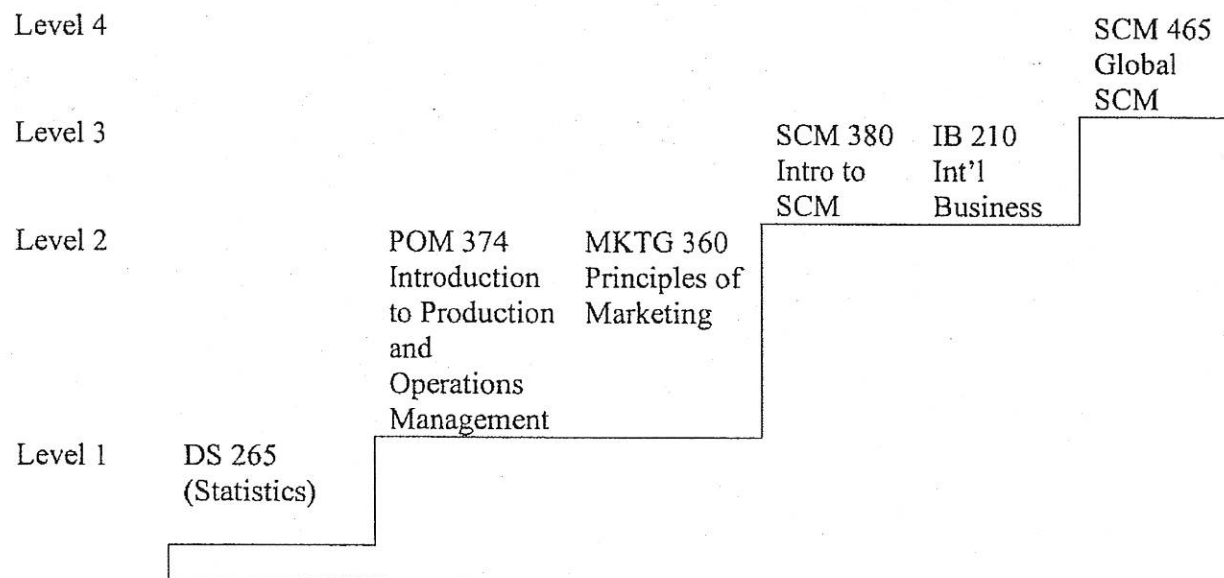
In addition to these required courses and restricted electives, the SCMCIT recommends that SCM students consider taking:

Course Title	Subject Code/Course Number	Type of Course	Prerequisites	Credit Hours
Project Management	IS 425	Existing	IS 215	3
Business Intelligence	IS 410	Course Revision	IS 215	3

Appendix A contains the syllabi for the new and revised courses. Appendix B contains all of the forms for requesting new and revised courses.

#### B.4.1. Required Course Sequence

It is important to note that students must take as series of levels or steps to complete the major.



1. The first course required is DS 265 (Statistics). DS 265 is a prerequisite for POM 374, but may be waived by departmental permission. Often other statistics courses are accepted as substitutes.
2. Another 200 level course that must be taken is IB 210 (Fundamentals of Global Business)
3. At the next level, the students must take POM 374 (Introduction to Production and Operations Management) and MKTG 360 (Principles of Marketing).
4. POM 374 AND MKTG 360 are pre-requisites for Introduction to Supply Chain Management (SCM 380).
5. The next level is Global Supply Chain Management (SCM 465). This course has two pre-requisites IB 210 and SCM 380.

Each level represents a semester, so this sequence of courses takes at least four semesters. To complete the program in a timely manner, student interest must be identified early so the students can start taking the pre-requisites early enough to complete their degrees within a reasonable time.

#### **B.4.2. Career Preparation**

The courses have been developed using a rigorous process of competencies. Because of the multi-disciplinary nature of Supply Chain Management, students need different options to prepare for different kinds of SCM positions.

The required courses provide the essential foundation for many different positions. The student may want to enter a position in purchasing, retailing, manufacturing, distribution, logistics, or manufacturing management. The preparation for specific careers may be enhanced by choosing the appropriate restricted electives. There are many possible options. A few examples are:

If a person wanted to become a buyer or a materials manager for a manufacturing company, he or she might select:

- Advanced Logistics
- Introduction to Operations Planning and Scheduling
- Quality
- Enterprise Resource Planning

If a person wanted to work in a retail environment, he or she might take:

- Marketing Strategy
- Enterprise Resource Planning
- Business-to-Business Marketing
- Retailing

If a person wanted to distribute manufacturing products in an international environment, he or she might choose:

- Advanced Logistics
- Enterprise Resource Planning
- Introduction to Operations Planning and Scheduling
- Quality

This SCM program is designed to accommodate a number of different career paths.

#### **C. Program: The Minor in Supply Chain Management**

The minor is designed for non-business college students. It consists of 21 credit hours. There are five required courses.

Course Titles of Required Courses	Subject Code and Course Number	Type of Course	Prerequisite	Credit Hours
Principles of Marketing	MKTG 360	Existing	None	3
Introduction to Production/Operations Management	POM 374	Existing	DS265 or Departmental Permission	3
Introduction to Supply Chain Management	SCM 380	Revision MKTG 464	POM 374 MKTG 360	3
Logistics	SCM 385	Revision MKTG 364	MKTG 360	3
Purchasing	SCM 386	New		3

Then two electives that must be chosen from the following list:

Course Title	Subject Code and Course Number	Type of Course	Prerequisite	Credit Hours
Advanced Logistics	SCM 464	New	SCM 385	3
International Business Law	LAW 350	Existing		3
Operations Planning and Scheduling in the Supply Chain	SCM 420	New	POM 374	3
Industrial Climate	INDT 346	Existing		3
Industrial Quality Control	QUAL 320	Existing	Math 105	3
Enterprise Resource Planning	IS 350	Existing	IS 215	3
Business-to-Business Marketing	MKTG 374	Existing	MKTG 360	3
Retailing	MKTG 363	Existing	MKTG 360	3
Marketing Strategy	MKTG 368	Existing	MKTG 360	3
Fundamentals of	IB 210	Existing		3



Global Business				
Global SCM	SCM 465	New	SCM 380 IB 210	3

### C. Admission

1a. Requirements for admission to the SCM major are the same as those required for admission to the COB for all business majors.

1b. Requirements for the SCM minor are a completion of 56 credit hours (Junior Status) and a minimum 2.0 GPA to enroll in 300 and 400 level courses.

2. SCM and other COB intent students are allowed one conditional semester to complete all COB admission requirements

### D. Projections: See II.A.6

## II. Justification/Rationale

### A.1. *A tremendous unmet need exists for SCM graduates who are well trained in managing supply chains.*

Every week we read in the news and business publications about the shrinking manufacturing base in the United States and especially Michigan. We read how there are fewer domestic jobs because companies are procuring more of their products, services and components from plants in China, India, Mexico and other countries. This situation was highlighted by a recent Detroit Free Press headline about "46,000" General Motors/Delphi employees accepting early retirements and buyouts of their pensions.

While the number of manufacturing and service jobs are moving overseas, the distribution, retailing and sales will continue to take place in the United States. Consequently, the need to manage the global flow of information and materials from overseas to domestic markets is increasing. Many current articles describe the need for well-trained Supply Chain Management graduates. Some examples are:

With the upper management taking serious interest in outsourcing, the dearth of available supply chain skilled professionals has become a critical issue at the top. [David Jacoby, 2005, February, "Mega-sourcing: Do you have the skills?" Purchasing, 134(2), 60].

Companies need to strengthen recruiting and training effort. One of the countries where businesses are outsourcing the most is China. According to a survey of 700 supply chain professionals from a diverse industry segment, 50% of the respondents said there was a lack of available talent to manage the outsourcing alliance with China. [David MacEachern, Eric Melulis, Peter Roberts, and Jwee San Tan, 2005, April, "Closing

China's SUPPLY CHAIN TALENT GAP," Supply Chain Management Review, 9(3), 46-52]

Based on the survey of 262 Chief Financial Officers, 61% see logistics and supply chain to have a drastic effect on corporate objectives. Thirty-six percent mentioned that fragmentation in their supply chain is a problem [Ken Cottrill, 2003, September 1, "The money men discover logistics," Journal of Commerce, p. 57]

Supply Chain Management and Logistics graduates are in demand, with the U.S. Occupational Outlook Handbook reporting that there were 53,000 current positions in 2004. Moreover, job growth in this sector is expected to grow about as fast as average when compared with other occupation categories through 2014. Supply Chain Management is currently one of the highest paying fields in marketing with starting salaries generally ranging from \$35,000 - \$55,000.

"Demand for SCM graduates is high, and job placement is close to 100% ... Supply Chain Firms from around the world and in all sectors of the economy, public and private, including manufacturing, service, health care, and retail recruit SCM graduates. Frequent recruiters include Intel, General Electric, Honeywell, Motorola, Hewlett-Packard, Boeing, Tektronix, Applied Materials, Dillards, Mervyn's, Wal-Mart, KLA Tenor, Dell, Knight Transportation, and General Mills. Starting salaries generally range from \$35,000 - \$55,000." W.P. Carey School of Business (**Arizona State U**) SCM webpage, [http://wpcarey.asu.edu/scm/scm\\_programs\\_scm.cfm](http://wpcarey.asu.edu/scm/scm_programs_scm.cfm)

Supply Chain Management is currently one of the highest paying fields in marketing and at high demand with manufacturers, wholesalers, retailers, consulting services, government agencies, service institutions, and third party service providers. **University of Alabama**, <http://www.cba.ua.edu/mkt/undergrad/>

Total number of graduating undergraduates for both terms is 150 students. Graduates – 35. At the time of graduation the placement rates for undergraduates was 70% and graduates was 95% University of Tennessee, Knoxville – Placement data Dec 2004 – May 2005 (Data collected for both Dec and May graduates).

At **Auburn University**, Alabama, placement rates were 95%. As long as students are willing to put some effort, jobs are available. Starting salaries are range of \$38,000 to \$42,000. The cost of living in the southeast is lower than other parts of the country.

All of these articles describe the increased demand for Supply Chain Management professionals and lucrative career opportunities for individuals with undergraduate SCM degrees.

***A.2. The demand in the metropolitan Detroit area for SCM trained undergraduate is large.***

A recent examination of Michigan occupational data looked at nine different supply chain occupations. There are, many other supply chain positions, but just looking at these nine categories there were 51,500 positions in the metropolitan Detroit area.

Occupation	Employment Figures		% change
	2002	2012	
Purchasing Managers	1,560	1,600	2.2
Transport/Storage/Distribution Managers	1,220	1,370	12.3
Industrial Production Managers	3,760	3,970	5.6
Purchasing Agents & Buyers, Farm Products	150	170	14.4
Wholesale/Retail Buyers, Excluding Farm Products	2,110	2,200	4.3
Purchasing Agents, Excluding Wholesale/Retail/Farm	5,750	6,260	8.9
First-line Managers of Retail Sales Workers	20,670	22,790	10.3
Production, Planning, and Expediting Clerks	4,980	5,860	17.6
Shipping, Receiving, and Traffic Clerks	11,300	11,320	.1
Totals	51,500	55,530	7.8

Area Composition: Lapeer, Macomb, Monroe, Oakland, St. Clair, and Wayne Counties.  
Source: [http://www.michlmi.org/LMI/occ\\_proj/occf\\_01.htm](http://www.michlmi.org/LMI/occ_proj/occf_01.htm)

Michigan Occupational statistical analysts have projected an increase of 4,030 positions (7.8percent) in the Detroit Metropolitan area by 2012. The projected increase in these positions is small, less than one percent a year, but it is an increase while many other manufacturing positions are showing a decrease in this time frame. In addition to the projected growth in positions, the number of positions available will also increase as some people take early buyouts, baby boomers retire, and people leave for other reasons.

The point of this discussion is that there is a significant potential demand for Supply Chain Management positions in the Detroit Metropolitan area.

***A.3. EMU faculty have designed the courses to deliver the content that SCM professionals said was important.***

In September 2005, the Supply Chain Management Continuous Improvement Team (SCMCIT) started the process of developing an undergraduate major in Supply Chain Management (SCM).

The program development process follows a competency- based approach. In this approach, the faculty and some industrial practitioners identified the competencies that a recent BBA graduate with a major in supply chain management should possess.

During the fall 2005, these competencies were identified by examining benchmark SCM programs in the United States, what is being taught in the COB's graduate SCM Specialization, what is currently being taught in related undergraduate courses, and what practitioners recommend should be added. This process produced 200 competencies which were placed in a questionnaire for SCM practitioners. For each competency, the respondents were asked to identify its relative importance and the level of competence (awareness, knowledge, and skill) a graduate of this program should have. This questionnaire was completed in March 2005 after incorporating ideas from the SCM Advisory Board.

To assist in the development of this program, an advisory board of nine successful supply chain managers was assembled. At the first meeting in March 2006, the SCMCIT described the program development process and solicited input from the SCM Advisory Board. In a lively discussion, Advisory Board offered many ideas, suggested competencies that should be included, and provided considerable input to our program development.

The questionnaire was distributed in April and returned in May 2006. If fifty percent or more of the practitioners ranked a competency as important, it was included in our SCM undergraduate major. One hundred seventy-seven (177) competences were identified as important by the respondents.

In May 2006, Dr. McSurely was appointed as the SCM Program Coordinator. He had been serving as the Chair of the Supply Chain Management Continuous Improvement Team since its inception.

In June 2006, the related competencies were grouped together, and each group represented a course for our program. The competencies became the objectives for each course. As a result, our entire program consists of courses that were built upon competences that practitioners thought were important. These potential courses were reviewed with our SCM Advisory Board in June 2006. They had many helpful suggestions about which courses we should offer and which ones should be required. The courses syllabi were developed in the summer of 2006.

Because of the process used, the content of each course was determined by the SCM professionals. The only competencies used were those that at least fifty percent of the professionals thought were important.

The letters from our Advisory Board members reinforce the demand for these SCM positions. They also indicate that these successful SCM professionals believe we have an excellent program to offer undergraduates interested in these positions.

#### *A.4. Our current students are interested in taking these courses.*

### **Current Level of Student Interest in SCM**

One of the questions about introducing a new course of study is there a level of interest in the current student population. To gauge the level of interest among current students, a survey was

conducted with 94 students enrolled in six foundational courses: four of the courses were COB 200 (Introduction to Business), one was MKTG 360 (Principles in Marketing) and the sixth was POM 374 (Introduction to Production and Operations Management).

Faculty members provided an overview of the concept of SCM prior to administering the six-question survey in their respective courses. In regard to the students' level of interest in these SCM courses, the following responses were given.

Topic	Percentage of students who described their level of interest in the topic as somewhat to very interested
Project Management	73.7
Global SCM	65.2
CRM	62.1
Purchasing	62.1
Logistics	55.9
Quality	54.7
Operations Planning	51.5
SCM Information Systems	42.2

Students were then asked about the likelihood of their enrolling in these courses.

Course	Percentage of students who indicated they probably or definitely would enroll in the course
Project Management	47.3
Global SCM	46.3
CRM	42.1
Purchasing	44.2
Logistics	25.2
Quality	34.8
Operations Planning	40.0
SCM Information Systems	28.4

Students were also asked about their interest in pursuing a SCM area of study.

	Percentage of students who indicated they probably or definitely would select SCM
SCM as a Major	13.7
SCM as a Minor	33.7

The following demographic information was gathered from the respondents.

Gender	Male (%)	Female (%)
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	57		43	
Employment Status	Not Employed (%)	Part-time (%)	Full-time (%)	
	13	43	44	
Mean number of credit hours completed	87.5			
Average age	20-29			

Students in this limited survey demonstrated an interest in individual SCM related courses and in the SCM course of study

*A.5. A better way of gauging student interest is by looking at the courses they take. The table below shows enrollments in these courses during the last three semesters.*

Course Title	Course Identification	Students Enrolled Fall 2005	Students Enrolled Winter 2006	Students Enrolled Spring 2006	Total Students Enrolled in 2005..2006
Fundamentals of Global Business	IB 210		29		29
Supply Chain Management	MKTG 464		18	25	43
Logistics	MKTG 364	21	20		41
International Business Law	Law 350	CE Online 26			26
Industrial Distribution	INDT 346		28		28
Information Systems	IS 350		16		16
Business-to-Business Marketing	MKTG 374	31	26		57
Retailing	MKTG 363	46	39		85
Marketing Strategy	MKTG 368	65	57	23	145
	<b>Total</b>	<b>189</b>	<b>233</b>	<b>48</b>	<b>470</b>



The numbers demonstrate a substantial student enrollment in courses used in the Supply Chain Management major and minor. The new courses in the major and minor will expand the students' opportunities to learn more about these popular subject areas. The SCM major and minor will give them opportunities to commence a career in these areas of interest and give them a competitive edge in the market for entry-level supply chain positions.

#### **A.6. Projections:**

Based on the number of students enrolled above, we believe there is a core of 20 to 40 current students who could enroll in this major or minor. Our projection is that by the end of the first full year of operation, at least ten students would be enrolled in either the major or the minor in Supply Chain Management.

We expect to add ten to fifteen students per year as majors or minors over the first five years. The projected rate of growth is modest because we must learn how to fill the pipeline and keep it filled.

We expect to exceed these projections.

#### **Additional Reasons for Positive Expectations of Demand.**

The Supply Chain Management Continuous Improvement Team is encouraged by the growth of the SCM Graduate Specialization and Certificate program. In its inaugural academic year, 2003/2004, there were 195 student credit hours produced. This number grew to 246 student credit hours in 2005/2006. This growth took place during a time the number of MBA students declined 19 percent.

This growth reinforces the appeal and importance of SCM to graduate students. We believe we will have a similar experience at the undergraduate level.

An additional benefit is that the SCM undergraduate major will attract students to EMU who would have looked elsewhere for SCM education. To illustrate this, the Assistant Dean of Graduate Programs in the College of Business was talking with a prospective student last week who said she had recently decided to apply for our graduate certificate in SCM and two of her friends were coming with her. She had been encouraged to come here by her manager in DCX.

### **B. SCM Programs in Michigan**

#### **Why does the area need an additional program?**

The supply chain management associations (e.g., Council of Supply Chain Management Professionals and The Association for Operations Management, APICS) state that the upper management of most companies are seriously interested in outsourcing logistics. The lack of skilled supply chain professionals has become a critical issue for top managers. Additionally, the management sees logistics and supply chain to have a drastic effect on corporate objectives.

Furthermore, a 2004 study by Ohio State Business School found the majority of supply chain professionals to have degrees from disciplines other than supply chain.

Every university in the state offers courses in SCM related subjects. A number of those universities have majors in supply chain management and logistics. The Supply Chain Committee members visited all the universities in the State of Michigan to examine what was being offered by each university. The spreadsheet in Appendix C summarizes programs offered by these schools. If these programs are well designed and fit the needs of the professional community, the supply chain management programs will continue to grow because the industry demand for people with these skills is growing. Most of these universities presently offer majors in accounting, marketing, finance, and organizational behavior. In the future, most of them they will probably be offering majors in Supply Chain Management.

The different universities have taken different approaches to delivering a supply chain management education. It is interesting to note the differences in programs offered by the different universities in the state.

Universities across the State	Focus of Program
Central Michigan	Purchasing and logistics
Western Michigan University	Appears to be a balanced program in operations management, purchasing, and logistics. Integrates with the engineering school.
Grand Valley State	An operations and supply chain management program.
Michigan State	Procurement, logistics, and manufacturing.
Ferris State	Production operations and coverage of different subject areas
Michigan Technological	More Engineering/Tech involvement

Most of our College of Business students come from Southeastern Michigan.

Universities in Southeastern Michigan.	
Wayne State	Business Logistics program concentrates on distribution and logistics



University of Michigan Dearborn	Logistics plus courses from each of the business departments in the college
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Some universities have an engineering orientation to SCM. This can be useful as it addresses product design and mathematical issues in supply chain development. EMU's College of Business has chosen a managerial approach which more directly addresses the needs of the SCM professionals we have been working with.

When we looked at the different programs across the country, we believed that the Arizona State and Michigan State have two of the best programs in country. We have learned a lot by examining how they structured their programs and from conversations with professors at both universities.

Eastern Michigan University (EMU) has been offering courses in supply chain and logistics for many years. Even though there is a Supply Chain Management concentration in the Marketing Department, this is an inadequate level of preparation for supply chain professionals. The College of Business needs a more complete managerial major to address the needs of the business world.

#### **How is Eastern's SCM major is different.**

One unique aspect of this program is the way it was developed. This is not just a collection of related courses; it is a program where **every competency taught in every course was identified as important by SCM professionals**. This has unique value to the market for SCM professionals.

Another distinctive feature is its global focus. Companies need to strengthen their efforts to succeed an expanding global market through recruiting and training. From the very beginning of the SCM program development, an objective was to have an excellent program with a global focus.

Our SCM Advisory Board has stressed the importance of our students being prepared for international commerce. What separates our program from others is the more intense global focus. The Fundamentals of Global Business course is a required course. Global issues are addressed in all of the SCM courses. The capstone Global SCM course concentrates on solving global problems to effectively operate a worldwide supply chain. One of the possible restricted electives is a course in International Business Law which helps prepare students for the international commerce.

In addition, the Marketing Department houses an International Business degree. So the College of Business degree offers a unique opportunity for a dual major in International Business and Supply Chain Management. This is an excellent preparation for successful career in global Supply Chain Management.

### C. Evidence of support

**Appendix E** contains letters from SCM Professionals supporting our proposed major and minor. The letters emphasize the growth in the need for supply-chain expertise, the importance of having a strong program at EMU fill a void in the area, and, after reviewing our program they felt it would provide a strong foundation.

**D. Program Delivery:** The program will be delivered mostly in person in the Owen building or in hybrid courses. The courses will be scheduled as they have been in the past. They will be taught both in the fall and winter as well as in the spring and summer semesters.

### III. Preparedness

A. The foundation for this program has been firmly established within the university. Of the fourteen revised and existing courses in the program, nine are already being taught by College of Business and College of Technology faculty. Of the five new courses, the material in the quality course is currently being taught in the College of Technology and the most of the material in the other courses is currently being taught at the graduate level in the MBA Specialization in Supply Chain Management.

*So the SCM major and minor utilize existing courses, existing facilities, existing services and experienced faculty already on staff.*

B. Since this course material is currently being taught, the current library resources, books, journals, indexes, multimedia capabilities, databases, and microforms are adequate to conduct this program.

C. As mentioned above, these courses are currently being taught with the existing facilities and physical equipment. The vital assumption is that these facilities and equipment continue to be provided.

D. The current courses rely on the availability of e-college support and access to SAP capabilities. Although, new resources may not be required, this program requires the continued availability of these services.

E. The **Marketing Plan for the SCM Program** will utilize the many promotional efforts already in place to attract undergraduate students.

1. The first promotional target consists of current business intent students.
  - a. Develop an internal promotional piece of literature which explains the SCM major to business intent students.
  - b. The internal promotional literature (IPP) will be distributed in the COB advisory office to students who show an interest in this subject matter.
  - c. The IPP will be distributed in COB 200 (Introduction to Business), POM 374 (Introduction to Production and Operations Management) and MKTG 360

(Principles of Marketing). This distribution will take place when SCM information is covered in those courses.

- d. Have a Supply Chain Management presentation in the Annual Career day.

The promotional piece will be developed as the approval process is being followed in the fall of 2006. The distribution process will begin as soon as the program is approved.

2. The second promotional target will be undergraduate advisors in other EMU colleges

- a. Develop an internal promotional piece of literature which explains the SCM Minor to students in other colleges.
- b. Meet with the undergraduate advisors in other EMU colleges to make sure they understand what we are offering.
- c. Invite the undergraduate advisors to distribute the promotional pieces to students who might be interested in SCM related subjects.

The promotional piece will be developed as the approval process is being followed in the fall of 2006. The distribution process will begin as soon as the program is approved.

3. Community College students are another important target.

- a. Develop a professional promotional piece (PPP) that explains the SCM major and minor to external, prospective students.
- b. Washtenaw Community College also teaches the COB 200 course. Distribute the PPP's in the class when SCM information is covered in those classes.
- c. Alert Community College counselors about the SCM major and minor at the October annual Meet and Greet meeting.
- d. Distribute the PPP's and make a presentation at the annual Community College Career day.

The promotional piece will be developed as the approval process is being followed in the fall of 2006. They will be printed and distributed as soon as the program is approved.

6. The fourth promotional target consists of members of SCM related business organizations.

- A. Faculty members who are currently members of SCM related professional associations will distribute the PPP's at the professional meetings.
- B. Individual promotional plans will be developed for each professional association. The first three professional organizations will be Association for Operations Management, the Institute for Supply Management, and the Council of Supply Chain Management Professionals.
- C. Two way web-links will be established with each of these organizations
- D. Faculty members who are currently members of SCM related professional

associations will make announcements of our programs from the podium and in trade association newsletters.

These promotional efforts will begin as soon as the program is approved.

7. EMU's Supply Chain Management's web site will be upgraded to include the undergraduate as well as the Graduate SCM program.

These promotional efforts will begin as soon as the program is approved.

8. The PPP's and other information will be prepared for EMU admissions officers when they make visits to high schools and career fairs.

#### **IV. Plans for Assessment/Evaluation**

##### **Purpose of Assessment**

1. To continuously improve teaching, learning, and curriculum
2. To ensure our stakeholders that students are developing an understanding in the key functional areas of supply chain

##### **Assessment Process**

All undergraduate SCM majors will be assessed while taking the capstone course SCM 465 (Global Supply Chain Management). Students will be assessed relative to the competencies covered in the core SCM classes (Introduction to Supply Chain, Logistics, and Purchasing). The assessment exams will measure both students' knowledge and skills learned in the SCM curriculum. The assessment will be conducted in terms of objective exams (multiple choice questions) and survey of students as to how much they have learned and developed as a result of taking the class (self-assessment).

Objective questions will be developed similar to the ones administered for certificate exams. A few multiple choice questions will be developed to measure each competency identified in the introduction to supply chain course. The exam will be administered at the beginning of the semester each time the SCM 465 course is taught. The average score of the class will be compared overtime (overall and for each competency).

A survey will be distributed to the students at the end of the semester for each of their SCM classes. The survey will ask their input on their level of development with respect to each competency before and after taking the class. Student responses will be averaged and compared overtime. A copy of the graduate version is attached.

SCM instructors will be given feedback based on the results of the assessment, and they will be asked to provide course continuous improvement activities in the form of objectives, actions, and measures to the SCM committee. This action will be used to further strengthen our curriculum. The overall improvement plan will be distributed to the advisory board for their suggestions and the circular process will continue.

## V. Program Costs

Based on our enrollment projections (see section A.6) and the current availability of most program courses, we do not anticipate any need for new faculty. Because we have been teaching Supply Chain Management courses for 10 years, the library has acquired the resources to support this subject area (see III. Preparedness A – D). The COB has paid for SAP training for faculty and the license fee for the software; we will continue to do so. When this SCM program grows above 40-50 majors and minors, we will probably make SCM faculty recruitment a college priority.

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## VI. Action of the Department/College

**1. Marketing Department** (Include the faculty votes and department head signatures from all submitting departments.)

Vote of department faculty: For 17 Against 0 Abstentions 0

I support this proposal. The proposed program can X cannot \_\_\_\_\_ be implemented within the affected Department(s) without additional College or University resources.

\_\_\_\_\_  
Department Head Signature

\_\_\_\_\_  
Date

**2. CIS Department** (Include the faculty votes and department head signatures from all submitting departments.)

Vote of department faculty: For 14 Against 0 Abstentions 0

I support this proposal. The proposed program can X cannot \_\_\_\_\_ be implemented within the affected Department(s) without additional College or University resources.

\_\_\_\_\_  
Department Head Signature

\_\_\_\_\_  
Date

### 3. College of Business

The College of Business FAC approved this proposal on \_

I support this proposal. The proposed program can  X  cannot \_\_\_\_\_ be implemented within the affected College without additional University resources.

College Dean Signature

Date

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### VII. Approval

Associate Vice-President for Undergraduate Studies and Curriculum Signature

Date

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