

# The University Of Toledo

## Graduate Program Requirement Revision

\* denotes required fields

Contact Person\*: Yue Zhang Phone: 530-2380 (xxx - xxxx) Email: yue.zhang@utoledo.edu

College\*: College Business and Innovation  
 Dept/Academic Unit\*: Info Operations and Tech Management  
 Program Name\*: PhD in Manuf and Tech Mgmt

**Present**

**Proposed**

Minimum number of credit hours for completion(if changed):

Minimum number of credit hours for completion(if changed):

List all courses which comprise the certificate or degree and identify term offered (summer/fall/spring):

List all courses which comprise the certificate or degree and identify term offered (summer/fall/spring):

Identify delivery method (Online/in class/off campus):

Identify delivery method (Online/in class/off campus):

| File Type         | View File            |
|-------------------|----------------------|
| PresentCourseList | <a href="#">View</a> |

| File Type          | View File            |
|--------------------|----------------------|
| ProposedCourseList | <a href="#">View</a> |

Proposed effective term\*: 201740 ( e.g. 201140 for 2011 Fall)

Please refer to <http://www.utoledo.edu/catalog/> for university catalog.

Comments/Notes:

Please refer to the attached current PhD Curriculum and proposed PhD Curriculum. Please see the explanation of the changes on Pages 3-4 in the file, "PhD Curriculum Revision\_2017.docx".

Rationale:

In this proposal, we are strengthening the Information Systems (IS) and Operations and Supply Chain Management (OSCM) tracks in the PhD Program for Manufacturing and Technology Management. These two areas now constitute tracks in the program rather than minors, as they were previously defined in the April, 2016 revision of the program. We have also significantly increased the emphasis on the core research methods area by introducing new courses and seminars, some of which will be taught by faculty from outside the College of Business and Innovation (COBI). The IS track has been considerably strengthened by the addition of two doctoral seminars. Our goal with this revision is to significantly raise the quality of our program so that we can successfully place our graduates in either OSCM or IS departments at reputable institutions.

**Program Approval:**

|                                        |                                                              |      |                                         |
|----------------------------------------|--------------------------------------------------------------|------|-----------------------------------------|
| Department Curriculum Authority:       | <input type="text" value="Bassam Hasan"/>                    | Date | <input type="text" value="2017/04/03"/> |
|                                        |                                                              |      |                                         |
| Department Chairperson:                | <input type="text" value="P. S. Sundararaghavan"/>           | Date | <input type="text" value="2017/04/03"/> |
|                                        |                                                              |      |                                         |
| College Curriculum Authority or Chair: | <input type="text" value="Michael Mallin"/>                  | Date | <input type="text" value="2017/04/03"/> |
|                                        |                                                              |      |                                         |
| College Dean:                          | <input type="text" value="Anand S. Kunnathur"/>              | Date | <input type="text" value="2017/04/12"/> |
|                                        |                                                              |      |                                         |
| Graduate Council:                      | <input type="text" value="Constance Schall, GC mtg 5/2/17"/> | Date | <input type="text" value="2017/05/03"/> |
|                                        |                                                              |      |                                         |
| Dean of Graduate Studies:              | <input type="text" value="Amanda C. Bryant-Friedrich"/>      | Date | <input type="text" value="2017/05/04"/> |
|                                        |                                                              |      |                                         |
| Office of the Provost :                | <input type="text" value="marcia king-blandford"/>           | Date | <input type="text" value="2017/05/10"/> |
|                                        |                                                              |      |                                         |

**Administrative Use Only**

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|-----------------------------|-----------------------------------------|--|--------------|
| <b>Effective Date:</b>      | <input type="text" value="2016/08/22"/> |  | (YYYY/MM/DD) |
| <b>CIP Code:</b>            | <input type="text"/>                    |  |              |
| <b>Subsidy Taxonomy:</b>    | <input type="text"/>                    |  |              |
| <b>Program Code:</b>        | <input type="text"/>                    |  |              |
| <b>Instructional Level:</b> | <input type="text"/>                    |  |              |

**Registrar's Office Use Only**

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| <b>Processed in Banner on:</b> | <input type="text"/> |  |
| <b>Processed in Banner by:</b> | <input type="text"/> |  |
| <b>Banner Program Code:</b>    | <input type="text"/> |  |

**Banner Term Code:**

## Ph.D. in Manufacturing and Technology Management Program

| Plan of Study                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                              |                                 |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------|--------|
| Course Number                                                                                                                                                                                                                                                                                                                                                                                                                               | Course Description                                           | Credit Hrs                      | Status |
| <b>PREREQUISITES</b>                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                              |                                 |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1 Year of Calculus                                           |                                 |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                             | Statistics that includes regression and analysis of variance |                                 |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1 academic term of computer systems with application         |                                 |        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                             | Micro- and macro-economics                                   |                                 |        |
| <b>BUSINESS FOUNDATIONS - 15 hours</b>                                                                                                                                                                                                                                                                                                                                                                                                      |                                                              |                                 |        |
| ACCT 5000                                                                                                                                                                                                                                                                                                                                                                                                                                   | Financial and Managerial Accounting                          | 3 hours                         |        |
| BUAD 6800                                                                                                                                                                                                                                                                                                                                                                                                                                   | Information Technology and E-Business                        | 3 hours                         |        |
| BUAD 6400                                                                                                                                                                                                                                                                                                                                                                                                                                   | Results-Based Management                                     | 3 hours                         |        |
| MKTG 5410                                                                                                                                                                                                                                                                                                                                                                                                                                   | Marketing Systems                                            | 3 hours                         |        |
| OPMT 5520                                                                                                                                                                                                                                                                                                                                                                                                                                   | Analysis of Manufacturing and Service Systems                | 3 hours                         |        |
| <b>Quantitative and Research Methods - 12 hours</b>                                                                                                                                                                                                                                                                                                                                                                                         |                                                              |                                 |        |
| MFGM 8630                                                                                                                                                                                                                                                                                                                                                                                                                                   | Management Science                                           | 3 hours                         |        |
| MFGM 8860                                                                                                                                                                                                                                                                                                                                                                                                                                   | Advanced Statistics                                          | 3 hours                         |        |
| MFGM 8880                                                                                                                                                                                                                                                                                                                                                                                                                                   | Research Methods and Theory Building                         | 3 hours                         |        |
| MFGM 8870                                                                                                                                                                                                                                                                                                                                                                                                                                   | Seminar in Statistics/Research Methods                       | 3 hours                         |        |
| <b>MAJOR Field - 19 hours</b>                                                                                                                                                                                                                                                                                                                                                                                                               |                                                              |                                 |        |
| MFGM 8480                                                                                                                                                                                                                                                                                                                                                                                                                                   | Management of Technology                                     | 3 hours                         |        |
| MFGM 8510                                                                                                                                                                                                                                                                                                                                                                                                                                   | Supply Chain and Technology Management Analytics             | 3 hours                         |        |
| MFGM 8890                                                                                                                                                                                                                                                                                                                                                                                                                                   | Advanced Manufacturing Systems                               | 3 hours                         |        |
| MFGM 8490                                                                                                                                                                                                                                                                                                                                                                                                                                   | Supply Chain and E-Business Issues in Manufacturing          | 3 hours                         |        |
| MFGM 8980                                                                                                                                                                                                                                                                                                                                                                                                                                   | Special Topics Seminar                                       | 3 hours                         |        |
| MFGM 8810                                                                                                                                                                                                                                                                                                                                                                                                                                   | Seminar/Colloquia                                            | 4 hours                         |        |
| MFGM 8960                                                                                                                                                                                                                                                                                                                                                                                                                                   | Dissertation                                                 | 17 hours                        |        |
| <b>MINOR Field</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                              | 12 hours                        |        |
| <p>The students can choose one of the fields <i>Operations Management</i> or <i>Information Systems</i> for a minor field. The minor will be a supporting field of 3 courses at the master's (MBA) specialization, and a related advanced seminar with the objective of integrating the Manufacturing and Technology Management major field with developments in the fields <i>Operations Management</i> or <i>Information Systems</i>.</p> |                                                              |                                 |        |
| <b>Total hours for the Ph.D. program</b>                                                                                                                                                                                                                                                                                                                                                                                                    |                                                              | <b>60 hours (Post Master's)</b> |        |

**Note:** Business Foundations courses are satisfied by prior course work. These are not included in the 60-post master's hours above.

## MINOR FIELD

The students can choose **one** of the fields *Operations Management* or *Information Systems* for a minor field. The minor will be a supporting field of 3 courses at the master's (MBA) specialization, and a related advanced seminar.

### ***Operations Management-Minor (12 hours)***

The minor field consists of the following courses:

|                |                                    |
|----------------|------------------------------------|
| OPMT 6270/8270 | SIMULATION                         |
| OPMT 6680/8680 | TOTAL QUALITY MANAGEMENT AND SPC   |
| OPMT 6690/8690 | MANUFACTURING RESOURCES MANAGEMENT |
| INFS 8990      | INTEGRATIVE SEMINAR                |

### ***Information Systems-Minor (12 hours)***

The minor field consists of the following courses:

|                |                                            |
|----------------|--------------------------------------------|
| INFS 6560/8560 | SYSTEMS ANALYSIS AND DESIGN                |
| INFS 6150/8150 | BUSINESS INTELLIGENCE MANAGEMENT           |
| INFS 6710/8710 | MANAGEMENT OF INFORMATION SYSTEMS SECURITY |
| INFS 8990      | INTEGRATIVE SEMINAR                        |

## Ph.D. Program in Manufacturing and Technology Management (Proposed in February 2017)

| Curriculum                                                                                                                                                                                                              |                                                               |            |        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------|--------|
| Course Number                                                                                                                                                                                                           | Course Description                                            | Credit Hrs | Status |
| <b>PREREQUISITES</b>                                                                                                                                                                                                    |                                                               |            |        |
|                                                                                                                                                                                                                         | 1 Year of Calculus                                            |            |        |
|                                                                                                                                                                                                                         | Statistics that includes regression and analysis of variance  |            |        |
|                                                                                                                                                                                                                         | 1 academic term of computer systems with application          |            |        |
|                                                                                                                                                                                                                         | Micro- and macro-economics                                    |            |        |
|                                                                                                                                                                                                                         | For IS track candidates some knowledge of programming         |            |        |
| <b>Business Foundations - 19 hours</b>                                                                                                                                                                                  |                                                               |            |        |
| ACCT 5000                                                                                                                                                                                                               | Financial and Managerial Accounting                           | 3          |        |
| ECON 5810                                                                                                                                                                                                               | Econometrics Models and Methods I (Offered by Economics Dept) | 4          |        |
| BUAD 6800                                                                                                                                                                                                               | Information Technology and E-Business                         | 3          |        |
| BUAD 6400                                                                                                                                                                                                               | Results-Based Management                                      | 3          |        |
| MKTG 5410                                                                                                                                                                                                               | Marketing Systems                                             | 3          |        |
| OPMT 5520                                                                                                                                                                                                               | Analysis of Manufacturing and Service Systems                 | 3          |        |
| <b>Quantitative and Research Methods - 18 hours</b>                                                                                                                                                                     |                                                               |            |        |
| MFGM 8630                                                                                                                                                                                                               | Management Science                                            | 3          |        |
| MFGM 8860                                                                                                                                                                                                               | Advanced Statistics                                           | 3          |        |
| MFGM 8880                                                                                                                                                                                                               | Research Methods and Theory Building                          | 3          |        |
| MFGM 8870                                                                                                                                                                                                               | Seminar in Statistics/Research Methods                        | 3          |        |
| <b>TWO FROM THE FOLLOWING</b>                                                                                                                                                                                           |                                                               |            |        |
| RESM 6150/8150                                                                                                                                                                                                          | Structural Equation Modeling (Offered by Education Dept)      | 3          |        |
| MFGM 8640                                                                                                                                                                                                               | Advanced Management Science                                   | 3          |        |
| MFGM 8650                                                                                                                                                                                                               | Stochastic Modeling                                           | 3          |        |
| MFGM 8660                                                                                                                                                                                                               | Qualitative Research Methodology                              | 3          |        |
| MFGM 8670                                                                                                                                                                                                               | Special Topics in Research Methods                            | 3          |        |
| <b>Major Field - 9 hours</b>                                                                                                                                                                                            |                                                               |            |        |
| MFGM 8480                                                                                                                                                                                                               | Management of Technology                                      | 3          |        |
| MFGM 8980                                                                                                                                                                                                               | Special Topics Seminar                                        | 3          |        |
| INFS 8990                                                                                                                                                                                                               | Integrative Seminar                                           | 3          |        |
| <b>Track - 15 hours</b>                                                                                                                                                                                                 |                                                               |            |        |
| <b>Dissertation - 18 hours</b>                                                                                                                                                                                          |                                                               |            |        |
| The students can choose either <i>Operations and Supply Chain Management</i> or <i>Information Systems</i> as a track. The track will be a supporting field of 5 courses or seminars at the master's or doctoral level. |                                                               |            |        |
| <b>Total hours for the Ph.D. program – 60 hours (post Master's)</b>                                                                                                                                                     |                                                               |            |        |

**Note:** Business Foundations courses are not included in the 60-post master's hours above. They can be satisfied by prior coursework.

## TWO MAIN TRACKS

The students can choose **one** of the two tracks: 1) *Operations and Supply Chain Management*, or 2) *Information Systems*. These are graduate level courses and seminars.

### ***Operations and Supply Chain Management Track (15 hours)***

This track consists of the following courses:

|                |                                                     |         |
|----------------|-----------------------------------------------------|---------|
| MFGM 8890      | Advanced Manufacturing Systems                      | 3 hours |
| MFGM 8490      | Supply Chain and E-Business Issues in Manufacturing | 3 hours |
| MFGM 8510      | Supply Chain and Technology Management Analytics    | 3 hours |
| OPMT 6680/8680 | Quality Management and Six Sigma                    | 3 hours |
| OPMT 6690/8690 | Manufacturing and Service Resource Management       | 3 hours |

### ***Information Systems Track (15 hours)***

This track consists of the following courses:

|                |                                            |         |
|----------------|--------------------------------------------|---------|
| INFS 6560/8560 | Systems Analysis and Design                | 3 hours |
| INFS 6150/8150 | Business Intelligence Management           | 3 hours |
| INFS 6710/8710 | Management of Information Systems Security | 3 hours |
| INFS 8760      | IS Research Seminar I                      | 3 hours |
| INFS 8770      | IS Research Seminar II                     | 3 hours |

## Explanation of the Changes

In this proposal, we are strengthening the Information Systems (IS) and Operations and Supply Chain Management (OSCM) tracks in the PhD Program for Manufacturing and Technology Management. These two areas now constitute *tracks* in the program rather than *minors*, as they were previously defined in the April, 2016 revision of the program. We have also significantly increased the emphasis on the core research methods area by introducing new courses and seminars, some of which will be taught by faculty from outside the College of Business and Innovation (COBI). The IS track has been considerably strengthened by the addition of two doctoral seminars. Our goal with this revision is to significantly raise the quality of our program so that we can successfully place our graduates in either OSCM or IS departments at reputable institutions.

Specifically, the changes made are as follows:

1. In the area of prerequisites, we have included some knowledge of programming for those who express an interest in the IS track. Our IS PhD Program has a clear orientation towards the blend of the technology and the business. We believe that in order for the student to be able to do well in the courses and seminars in the program, a technical background is desirable. In particular, we would like to see some background in programming which attests to the technical orientation of the candidate.
2. In the business foundations area, we have introduced ECON 5810: Econometrics Models and Methods I, which is offered by the Economics Department. Since a significant portion of business research involves the analysis of secondary data, it is necessary for the PhD candidate to have some grounding in econometrics.
3. The core quantitative and research methods area has been considerably strengthened by the addition of several advanced courses in research methodology, some of which are offered by departments outside the COBI. The application of stringent and rigorous research methodologies enhances the quality of the dissertation and allows for its publication in top-tier journals. This would then enhance the candidate's prospects of placement in reputable institutions, which is a key objective of this revision.

In particular, the changes made in this area are as follows:

- a. Structural equation modeling is a staple methodology in IS research. Hence, RESM 6150/8150: Structural Equation Modeling, which is offered by Education Department, has been added.
- b. MFGM 8640: Advanced Management Science would be particularly valuable to candidates in the OSCM track as this course would cover techniques such as dynamic programming, non-linear programming, and game theory. Many of these techniques have applications in supply chain management and manufacturing. Dynamic programming, in particular, is also applied in IS research as it is seen as an alternative to the real options (RO) approach.

- c. MFGM 8650: Stochastic Modeling will focus on advanced probability theory, stochastic processes, and Markov chains. This set of modeling techniques finds application in decision-making in diverse areas such as supply chain management, manufacturing, transportation, and finance.
  - d. Qualitative research methodology is being increasingly used to complement the traditional quantitative positivist research (QPR) paradigm that has been a staple of IS research. Hence, MFGM 8660: Qualitative Research Methodology has been added in the core research methods area.
  - e. MFGM 8670: Special Topics in Research Methods will focus on contemporary research topics that are garnering attention. This will allow us to quickly respond to new and emerging research techniques and methods.
4. INFS 8760: IS Research Seminar I and INFS 8770: IS Research Seminar II are two doctoral-level seminars that have been added to significantly bolster the quality of education delivered in the IS track. Our IS PhD candidate must acquire mastery of the key research papers in the IS field if they are to find placement in reputable institutions. This will be achieved through these two rigorous seminars.
- a. INFS 8760: IS Research Seminar I will focus on the wealth of research on the user acceptance of technology using theoretical models such as TAM and its various incarnations such as UTAUT and UTAUT 2. This research is largely characterized by the quantitative positivist research (QPR) methodology that has been used in examining user acceptance of technology.
  - b. There is however a wealth of IS research that falls outside the TAM/QPR genre. There is research on technology strategy as well as on the financial and economic value of technology. There has also been research done on technology acceptance using qualitative methodology. INFS 8770: IS Research Seminar II will cover the non-TAM/QPR research in IS.