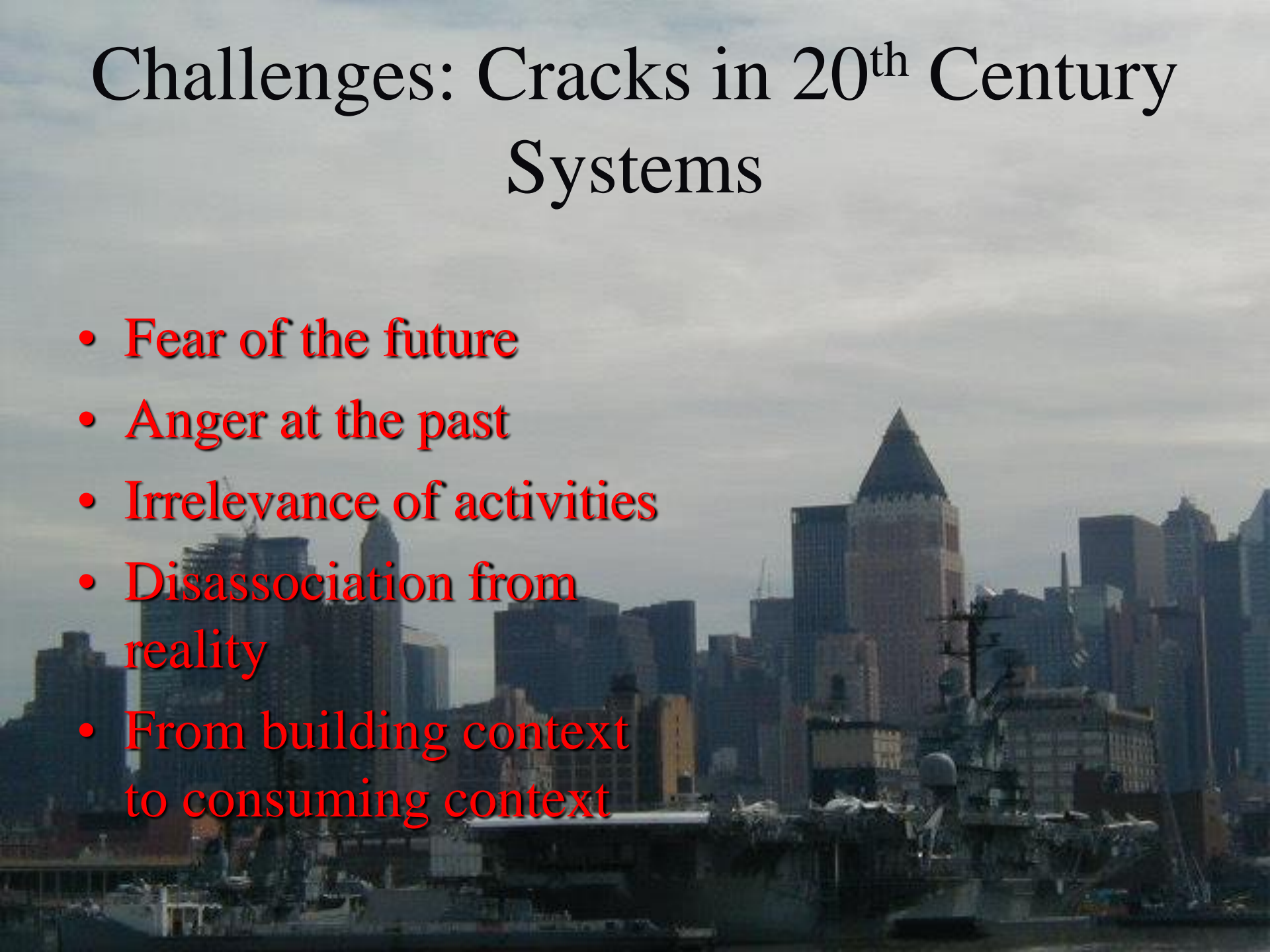


New Jersey Institute of Technology School of Management

- Our Ideal: To prepare our students to embrace the ambiguity of dealing with that which is not yet known.
- Our Objective: To shift emphasis from strategic thinking at the center to relationship forming at the edges.
- Our Goal: Develop multiple, flexible, renewable MS Management programs for operating at the edge

Challenges: Cracks in 20th Century Systems

- Fear of the future
- Anger at the past
- Irrelevance of activities
- Disassociation from reality
- From building context to consuming context



Our Motivation

While SOM has the potential to be a leading business education program in the US it needs to:

shift from 19th ideas, learn to live at the edge, and become special.

Response: Redesigning a more Ideal Situation

- **White Paper**
- **Stakeholder discussions**
- **Listening to signals from context**



School of Management at NJIT

MS Areas of Management

- Critical Infrastructures Management
- Bio Technical Management
- Health Systems Management
- Global Enterprise Development

The School is undergoing Redesign and Reconstruction



A Shift From Strategies To Relationships

The school is redefining its role in our region and finding its way into a new world.

Seeking to be a 21st Century place for innovation through relationships.

Building bridges to new relationships.



A Framework for a new Master of Science in Management

- Each MS Area relates to at least one other NJIT program
- Each has at least one faculty advocate
- Each is 30 Credits: 9 required, 6 free elective and 15 in an exploration subject
- Resources: No more than one new course for each

Resources:

- Our Students
- Our Location
- Our Aspirations
- Our Faculty

Our Students: Some of the most gifted in the world



Our Location



- One of the most culturally diverse in the world
- A concentration of global businesses
- One of the world's great cities.

We Aspire to Improve the State of Business Learning

Russell Ackoff, of Wharton, described a bleak future for traditional MBA programs.

- Business education is functionally based, while business events are systemic and largely non-rational.
- Off-shoring, ambiguity, turbulence, and discontinuity are today's watchwords, shifting from "ready-aim-fire" to "ready-fire-steer."
- Students are trained to do the wrong things ever more efficiently.



The “House of Business” appears efficient, yet something seems wrong with its image.

New learning:

Seeing and doing the “right thing,” instead of ever emphasizing 20th Century values of:

- Efficiency
- Productivity
- Competitiveness
- consumption

Doorways into new forms of learning:

- Leadership,
- Risk taking,
- Innovation,
- International appreciation

SOM Undergraduate:

- BS in Management (BSM)
- Minors in Management
- General University Requirement
 - Principles of Management (19 Sections per year)
 - Economics (SS201) – inadequately supported
- Service Courses
 - IT, IS, CIS, IE, EM, ID

SOM Graduate :

- MBA
- MS in Management
- EXMBA


Undergraduate Changes

- Name change to BS in Business
- Revamp the economics course and relate Principles of Management and Economics to education of professionals for enterprise development

Graduate Changes

- Reinvent our MS in Management Program
- Rethink our MBA Program
- Restart our Executive MS Program

Renewed Executive Programs: Back to the edges

- 
- A man in a black shirt and glasses is standing and presenting to a group of people seated in a room. The room has large windows on the left and a large mural on the right. The seated individuals are mostly men in business attire. The man is gesturing with his hands while speaking. The mural on the right depicts a group of men in suits and a woman in a white dress. The text of the list is overlaid on the right side of the image.
- Increase executive student population to 3 classes/year (as in the 1990s)
 - Attract applicants with higher aspirations
 - Develop programs that integrate NJIT resources.

Higher Aspirations and Inspiration: At the edges



Ideas driving the change:

Redesign and reintroduction of special Masters of Science in Management for special people who live in a special region: of the world

- M Arch/Management Science (Little Grace)
- Business of Engineering (off-shoring, short shelf-lives, environmental concerns, multidisciplinary reality)
- Bio-medical (U of Iowa and “John”)
- Global Executive Management (GEMs)
- Design Management (Doorways to the desirable)
- Ignorance Management Systems (the wisdom of reducing information)

Objectives for 2005-2008

- Managed growth of undergraduate program while re-evaluating it
- Expansion of special MS Areas
- Develop new SOM website
- Redesign SOM course offerings
- Attract outside funding to pay for improvements

Goals for 2006-2007

1. Act on SOM White Paper process
2. Place SOM at the leading edge of NJIT's continued development
3. Experiment with alternative learning formats
4. Experiment with interdisciplinary learning for business enterprise development
5. Modify courses and structures to be adaptive
6. Reaffirm SOM's AACSB accreditation
7. Secure additional outside funded research and funding

Activities underway:

- Broadening SOM's visibility within NJIT, the region and our international community
- Building linkages to the key organizations that define SOM's potential
- Demonstrating that SOM is open to inspired approaches to Business
- Seeking inspired faculty in a few critical areas

Thank you