



## Letter of Notification (LON)

### *Policy A1.0 New Academic Programs: Approval Process*

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<b>Institution:</b>	Austin Peay State University
<b>Proposed Academic Program:</b>	Human Resource Management, Bachelor of Business Administration (BBA)
<b>Proposed Implementation Date:</b>	Fall 2023
<b>CIP Code and Title:</b>	52.1001
<b>CIP Code Definition:</b>	Human Resources Management/Personnel Administration, General

A program that generally prepares individuals to manage the development of human capital in organizations, and to provide related services to individuals and groups. Includes instruction in personnel and organization policy, human resource dynamics and flows, labor relations, sex roles, civil rights, human resources law and regulations, motivation and compensation systems, work systems, career management, employee testing and assessment, recruitment and selection, managing employee and job training programs, and the management of human resources programs and operations.

<b>LON Submission Date:</b>	April 4, 2022
<b>Posted Date on THEC Website:</b>	April 4, 2022
<b>Public Comment Period:</b>	April 4-19, 2022

#### Letter of Notification Checklist

THEC Academic Policy 1.0 (Section 1.0.6A) Letter of Notification Requirements:

- ✓ Letter of Support from the President/Chancellor signifying institutional governing board or system office support for development;
- ✓ Program name, degree designation and CIP code;
- ✓ Proposed implementation date;
- ✓ Academic Program Liaison (APL) name and contact information;
- ✓ Purpose and Nature of Program;
- ✓ Alignment with state master plan and institutional mission;
- ✓ Feasibility Study;
- ✓ Program Costs/Revenues; and
- ✓ Existing programs offered at public and private Tennessee institutions.



March 23, 2022

Office of the President

Dr. Emily House, Executive Director  
Tennessee Higher Education Commission  
312 Rosa Parks Ave., 9<sup>th</sup> Floor  
Nashville, TN 37243

Dear Executive Director House,

On behalf of Austin Peay State University, I respectfully submit the Letter of Notification (LON) for the Bachelor of Business Administration (BBA) in Human Resource Management for your review. Provost Cronley notified the Austin Peay State University Board of Trustees about the intended development of the proposed program at the Academic Affairs Board Committee and the full Board at its meeting on March 18, 2022. The Board was also provided a written overview of the program and a summary of the program development plans.

As we strive to create undergraduate programs that meet current and projected market demands, the BBA Human Resource Management is a desirable program based on results of the Hanover Research feasibility study and student interest.

I am committed to supporting the program, which provides a critical avenue to address regional needs. Please hesitate to contact me if you need any additional information. I would appreciate your support of APSU's plans to develop the BBA Human Resource Management program.

Sincerely,

Michael Licari  
President

Cc: Dr. Maria Cronley, Provost and Senior Vice President for Academic Affairs  
Dr. Tucker Brown, Interim Senior Vice Provost and Associate Vice President for Academic Affairs



**Austin Peay State University  
Letter of Notification**

**Bachelor of Business Administration in Human Resource Management**

**February 21, 2022**

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### **Title of the Proposed Program**

Human Resource Management

### **Degree Designation**

Bachelor of Business Administration

### **CIP Code**

52.1001

### **CIP Code Title:**

Human Resource Management, Personnel Administration, General

### **Proposed Implementation Date**

Fall, 2023

### **Academic Program Liaison (APL) name and contact information**

Tucker Brown, Interim Senior Vice Provost and Associate Vice President for Academic Affairs  
[brownt@apsu.edu](mailto:brownt@apsu.edu)  
931-221-7676

### **Background Concerning Academic Program Development**

A Bachelor of Business Administration (BBA) in Human Resource Management (HRM) will include core BBA courses to give students broad knowledge in management challenges, including principles of management, marketing, accounting, finance, and economics. With this knowledge BBA in HRM students will learn to apply and design human resources (HR) practices legally, ethically, and in a socially responsible manner. Graduates of this major will develop theoretical and practical knowledge in a variety of HR areas, including HR management, employment law, staffing, diversity, and compensation and benefits. Other electives will give students exposure to additional facets of HR. This program will contain 18 credit hours of required HR courses, as well as 6 credit hours of HR electives.

Student interest in HRM has grown in the past few years. Two new HR courses (Employment Law and Staffing Organizations) were initiated based on the student requests, and have been utilized as electives in the Management degree. A local chapter of a national professional organization, Clarksville Area Chapter of Society of Human Resource Management (CACSHRM) offers programs our management students have begun to utilize, based on the interest in HRM. Additionally, a student chapter of SHRM was initiated and operated for three academic years, during that timeframe, students attended the SHRM conference on employment law in the 2019-20 academic year. The chapter went on a respite due of COVID precautions that

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had made membership activities more difficult, however, student interest is growing again and it is anticipated the organization will return to relaunch during fall 2021.

### **Purpose and Nature of Program**

The HRM program would give students a broad platform of knowledge in business, including principles classes in management, marketing, accounting, finance, and economics. Building on this knowledge, students will learn to apply and design HR practices legally, ethically, and in a socially responsible manner. Graduates of this major will develop theoretical and practical knowledge in a variety of HR areas, including HR management, employment law, staffing, and diversity. Other electives will give students exposure to additional facets of HR, including compensation and benefits, training and development in business and industry, negotiations and conflict resolution, international HR, and performance management.

The goal of this program is to provide a multifaceted education to students through coursework that promotes a core understanding of relevant HR factors. The required courses will provide students with a broad outline of HR, then move on to more detail on those topics as well as others. The employment law course will help students grasp the importance of the legal ramifications of HR now and in the future. The staffing organizations course informs students of the myriad decisions involved in staffing an organization, and will include a course-long case study to practice those decisions. The diversity course will be open to all students regardless of major and will examine the complexities of diversity and cultural differences both within the US and in foreign environments. It will show students how to leverage diversity within an organization. The compensation and benefits course will aid students in developing and maintaining an equitable compensation system, including benefits. Through these required courses, students will have a broad background in HR that will assist them well in their future endeavors.

After completing the required courses above, students will choose two of four electives within the HR field. These courses include: training and development in business and industry, negotiating and conflict resolution, managing employee performance, and international HR. These last two courses will further solidify HR practices within the students before graduation.

The ability of students outside the HR major to take the Diversity in Organizations and Negotiating and Conflict Resolution courses could lead to more students taking these courses as electives within their major.

Graduates of this program should be positioned well to enter HR departments as well-versed colleagues ready to use their knowledge for the betterment of the organization. Graduates who do not go directly into HR will be able to leverage their newfound knowledge and experiences in management positions throughout the country.

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Table 1: Human Resource Management Curriculum

<b>Bachelor of Business Administration Human Resource Management</b>	
<b>University Wide Degree Requirement</b>	
APSU 1000	1SCH
General Education	41SCH
<b>Total Hours:</b>	<b>42SCH</b>
<b>Business Core Requirements:</b>	
Lower-Level Requirements:	
ACCT 2010 – Principles of Accounting I	3SCH
ACCT 201L – Principles of Accounting I Lab	0SCH
ACCT 2020 – Principles of Accounting II	3SCH
BUS 2000 – Business Communication	3SCH
BUS 2100 – Business Statistics	3SCH
ECON 2200 – Principles of Microeconomics	3SCH
MGT 2010 – Principles of Management and Organizational Behavior	3SCH
MKT 2010 – Principles of Marketing	3SCH
<b>Total Hours:</b>	<b>21SCH</b>
Upper-Level Requirements:	
FIN 3010 – Principles of Finance	3SCH
BUS 3200 – Global Business	3SCH
BUS 3300 Social, Legal, and Political Environment of Business	3SCH
BUS 3310 – Data Analytics and Statistics	3SCH
MGT 3410 – Production Operations Management	3SCH
MGT 4100 – Management Information System	3SCH
MGT 4810 – Strategic Management	3SCH
<b>Total Hours:</b>	<b>21SCH</b>
<b>Major Requirements:</b>	
MGT 3110 – Organization Behavior and Theory	3SCH
MGT 3210 – Human Resource Management	3SCH
MGT 3220 – Employment Law	3SCH
MGT 3230 – Staffing Organizations	3SCH
MGT 3240 – Diversity in Organizations	3SCH
MGT 3245 – Compensation and Benefits	3SCH
<b>Total Hours:</b>	<b>18SCH</b>
<b>Major Guided Electives:</b>	
Complete two courses from:	
MGT 3260 – Training and Development in Business and Industry	3SCH
MGT 3270 – Negotiating and Conflict Resolution	3SCH
MGT 3280 – Managing Employee Performance	3SCH
MGT 3290 – International Human Resources	3SCH

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MGT 3295 – Human Resource Internship	3SCH
<b>Total Hours:</b>	<b>6SCH</b>
<b>Upper Level Business Elective:</b>	<b>3SCH</b>
<b>General Electives:</b>	<b>9SCH</b>
<b>Total Program Hours:</b>	<b>120SCH</b>

### Alignment with State Master Plan and Institutional Mission

The State Tennessee master plan ([MasterPlan2025\\_0418.pdf \(tn.gov\)](#)), focuses on the Drive to 55, where they call for an increase in undergraduate programs, the BBA in Human Resource Management will assist in fulfilling this program. With APSU being one of the few four-year institutions that participate in the Tennessee Promise program, those students enrolled in this program at APSU will be able to move seamlessly from the Associate of Science in Liberal Arts, which is Tennessee Promise eligible, into the BBA in HRM program.

APSU's mission and vision (Attachment A) call for developing programs that contribute to regional workforce development needs. As Clarksville becomes home to new companies such as Hankook, LG, AtlasBx, and Amazon Fulfillment) and other companies here continue to grow, Agero and Trane, the need for trained HR employees grows. New organizations will need to develop their staff from the ground up, including their HR departments. They will be seeking new employees who are trained in HR procedures and activities, including legal issues of hiring an entirely new staff. As companies grow, their HR department will likely grow to encompass the larger employment pool, and graduates of this program will be ripe for these new positions.

APSU's strategic plan ([StrategicPlan\\_Full.pdf \(apsu.edu\)](#)) includes the Drive to 55 program, discussed above. Adding this major would be expected to increase enrollment at APSU as those students looking for an undergraduate program focusing on HR would join our ranks. The APSU strategic plan includes priority 1.2, which is to create new credit programs. Objective 1.2.1 states the need to create new undergraduate programs that meet current market demands or projected market needs. With the growth of new and existing companies in our locale, the need for HR professionals will rise. This program would position graduates well for these new or growing HR departments. APSU's priority 2.1 is to create and expand quality learning opportunities. Objective 2.1.1 aims for us to expand quality program development and curriculum options for students. This program adds curriculum options for HR majors, and also offers two courses (Diversity in Organizations and Negotiating and Conflict Resolutions) to other students who wish to learn these topics to better align themselves for the future job market.

The THEC Master Plan, 2020, ([MasterPlan2025\\_0418.pdf \(tn.gov\)](#)), indicates that there is a need for universities to award high-need degrees in order to recruit high-level jobs to our state (page 2). This program will be a high-needs degree for our students based on response from the student survey and supporting data from Hanover Research and will fill a need for graduates knowledgeable in HR functions and procedures. The THEC Future of Work taskforce (p. 37) found that we have had good strategic alignment between higher education and industry to encourage industry growth and recruitment. As discussed above, as local industries grow, HR



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often grows with the employee demand, and this program can help fill the need for a robust HR department as Tennessee’s economy continues to grow.

**Institutional Capacity to Deliver Proposed Program**

This major may result in some students moving from the BBA in Management to this new major. However, this new program should encourage new enrollment from populations that are interested in the area of HR but have not found adequate undergraduate programs in the area.

**Existing Programs Offered at Public and Private Tennessee Institutions**

In performing an API Search on the THEC site for Federal CIP Code 52.1001 (Human Resources Management), four programs populated with only two programs in Tennessee being Bachelor level programs:

Institution	Degree	Major	TN CIP Code
> Tennessee Technological University	C4	HUMAN RESOURCES LEADERSHIP	32.52.1001.11
> University of Tennessee, Chattanooga	BSBA	HUMAN RESOURCES MANAGEMENT	32.52.1001.00
> University of Tennessee, Knoxville	MS	MANAGEMENT & HUMAN RESOURCES	32.52.1001.00
> University of Tennessee, Knoxville	BSBA	HUMAN RESOURCE MANAGEMENT	32.52.1001.00

University of TN, Chattanooga, BSBA, CIP 32.52.1001.00. This program does include the required courses of HR Management, Government Regulation of HRM, Staffing, Compensation and Benefits, and Strategic Issues in HRM). Additional HR courses (Concepts in Organizational Behavior, Labor Relations and Negotiations, Workplace Learning and Training, and Managing Diversity in Organizations, Interpersonal Skills Laboratory, Psychological Tests and Measurements, and Industrial/Organizational Psychology) are included in a list of electives. Our program includes solely courses within the business curriculum in HR elective courses to help our students focus on HR within the business setting.

University of TN, Knoxville, BSBA, CIP 32.52.1001.00. Courses include Managing HR, Acquiring Talent, Growing Talent, and Retaining Talent as required courses. No other HR courses were found on their site for this major or for other business students. Our program does include the six required courses as well as two of five electives, which introduces our students to a broader HR perspective.

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### Feasibility Study

#### Student Demand

Student interest in HR has grown in the past few years. There is a local chapter of a national professional organization, which is Clarksville Area Chapter of Society of Human Resource Management (CACSHRM) that has programs that management students have begun to attend based on these interests. Students also have attended a SHRM conference on employment law in the 2019-20 academic year. A student chapter of SHRM operated for three academic years. It had a hiatus of one school year because of COVID, and students are interested in restarting the student-run organization again. Student interest meetings will be held in 2022.

The market study by Hanover Research (Attachment B) included a student demand analysis. Hanover found, “nationally, bachelor’s conferrals in Human Resources Management/Personnel Administration declined annually at a rate of -1.1 percent. In comparison, conferrals in Human Resources Development grew annually at a rate of 7.2 percent, and conferrals in Human Resources Management and Services, Other grew at an annualized rate of 12.0 percent. Finally, since some state, regional, and national programs may offer human resources management as a concentration option within their business administration programs, it should be noted that bachelor’s conferrals in Business Administration and Management, General grew annually in Tennessee (0.5 percent), the Southeast region (1.1 percent), and the nation (0.9 percent) between 2014 and 2018. Recently launched programs indicate the anticipation of growing student demand for bachelor’s in human resources management programs.” Overall, Hanover indicated a strong student interest for the HRM program.

Students graduating from this program should be able to find jobs. Hanover found "Human Resources Specialists can typically expect the highest volume of job listings in Tennessee and the APSU service region. At both selected geographic levels, between 45.0 percent and 48.0 percent of employers prefer or require candidates with a bachelor’s degree, while fewer than 1.0 percent seek master’s degree holders". Hanover projected employment in the HR area into 2026. Their analysis expects an increase of 19.5% in seven chosen HR positions for Tennessee from 2016 to 2026. Some of those positions have higher expected increases, such as Compensation, Benefits, and Job Analysis Specialists, with expected employment growth of 26%.

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**Table 1: Total Degree Completions**  
**TOTAL DEGREE COMPLETIONS**

*Aggregate degree completions by geographic level (2018)*

	Tennessee	Southeast	National
Human Resources Management/ Personnel Administration, General	81	1,081	7,524
Human Resources Development	0	85	737
Human Resources Management and Services, Other	0	3	364
<b>Total Completions, Observed Fields</b>	<b>81</b>	<b>1,169</b>	<b>8,625</b>
<b>Growth Rate, Observed Fields</b>	<b>-2.3%</b>	<b>-0.4%</b>	<b>-0.1%</b>
<b>Growth Rate, All Fields</b>	<b>1.0%</b>	<b>1.7%</b>	<b>1.5%</b>

Source: [IPEDS](#)

APSU’s College of Business sent out a survey to all management and marketing majors in December, 2021. We received 43 responses, which are outlined below. Almost half of the respondents (21) indicated that if the APSU College of Business offered a BBA in HR, they would have preferred it over a BBA in Management or Marketing. Following are the numbers of respondents that were somewhat or very interested in the following HR careers:

Career	Number somewhat or very interested
Employment recruiter	19
Talent acquisition (interviewing and hiring personnel)	27
Company trainer/employee development specialist	28
Diversity specialist	21
Compensation and benefits (payroll) specialist	21
Labor relations (employee union) specialist	13
HR generalist (participating in all HR job tasks)	24

APSU’s College of Business believes these numbers show a genuine student interest in a BBA in HR in the College of Business at this time.

Students graduating from this program should be able to find jobs. Hanover found "Human Resources Specialists can typically expect the highest volume of job listings in Tennessee and the APSU service region. At both selected geographic levels, between 45.0 percent and 48.0 percent of employers prefer or require candidates with a bachelor’s degree, while fewer than 1.0 percent seek master’s degree holders". Hanover projected employment in the HR area into 2026. Their analysis expects an increase of 19.5% in seven chosen HR positions for Tennessee from

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2016 to 2026. Some of those positions have higher expected increases, such as Compensation, Benefits, and Job Analysis Specialists, with expected employment growth of 26%.

### Local and Regional/Need/Demand

A feasibility study which was completed in December 2020 by Hanover Research is attached. Excerpts from the report are below.

"Based on an analysis of degree completions, labor market demand, and market competitors, Hanover recommends that Austin Peay State University (APSU): Offer a BBA major in human resource management, consider recently published guidelines for curriculum design (collaboration between national SHRM, AACSB, and American Institutes for Research), and consider marketing the proposed program to transitioning veterans."

Some key findings include: "Student demand for bachelor's degree programs in human resources (HR) management has been steady. The employment outlook for bachelor's degree holders in HR management is very positive in Tennessee. The ten benchmarked bachelor's degree programs offer human resources management either as a standalone major or as a concentration."

Students graduating from this program should be able to find jobs. Hanover found "Human Resources Specialists can typically expect the highest volume of job listings in Tennessee and the APSU service region. At both selected geographic levels, between 45.0 percent and 48.0 percent of employers prefer or require candidates with a bachelor's degree, while fewer than 1.0 percent seek master's degree holders". Hanover projected employment in the HR area into 2026. Their analysis expects an increase of 19.5% in seven chosen HR positions for Tennessee from 2016 to 2026. Some of those positions have higher expected increases, such as Compensation, Benefits, and Job Analysis Specialists, with expected employment growth of 26%.

With the heavy presence of military students and families at APSU, the Hanover Study found a positive connection to HR education. They stated that the military, similar to the public sector, employs those educated in HR in recruiting, as enlisted personnel, and among officers. They also suggest that transitioning veterans are often attracted to HR positions.

### Employer Demand

Clarksville is growing in the number of new companies establishing businesses in the area. These companies include, Hankook, LG, and AtlasBx. Other companies here continue to grow (Agero and Trane, the need for trained HR employees also grows. Hankook has reached out to APSU to begin HR internships at their Clarksville plant and their Nashville corporate headquarters (Attachment C). Per the market analysis by Hanover Research (attached to this proposal), "the employment outlook for human resources management-related occupations is very positive at the state level." Also, Hanover found "Human Resources Specialists can typically expect the highest volume of job listings in Tennessee and the APSU service region. At both selected geographic levels, between 45.0 percent and 48.0 percent of employers prefer or

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require candidates with a bachelor’s degree, while fewer than 1.0 percent seek master’s degree holders". Hanover projected employment in the HR area into 2026. Their analysis expects an increase of 19.5% in seven chosen HR positions for Tennessee from 2016 to 2026. Some of those positions have higher expected increases, such as Compensation, Benefits, and Job Analysis Specialists, with expected employment growth of 26%.

**Table 2: Total Labor Market for Human Resource Management**

**TOTAL LABOR MARKET**

*Aggregate projected employment growth by geographic level*

	Tennessee	Southeast	National
Estimated Employment (2016)	23,740	269,890	1,306,300
Projected Employment (2026)	28,360	305,460	1,381,200
<b>Employment Growth, Observed Occupations</b>	<b>19.5%</b>	<b>13.2%</b>	<b>5.7%</b>
<b>Total Annual Openings, Observed Occupations</b>	<b>2,820</b>	<b>29,910</b>	<b>140,800</b>
<b>Employment Growth, All Occupations</b>	<b>11.2%</b>	<b>11.1%</b>	<b>5.2%</b>

Source: [Projections Central](#)

Note: Due to data update schedules, national data refer to the period 2018 to 2028.

Occupational employment projections were developed in 2019 and do not account for any potential impact of CQVID-19.

Emsi prepared a future job analysis for HR positions in our region. Emsi is an affiliate of the Strada Education Network—is a labor market analytics firm that is passionate about providing meaningful data for colleges and their students. Using their analyses, they are able to predict a 5.4% increase in HR positions for our region, encompassing and expected 3,936 new positions between 2020 and 2025. Nationally, they predict a 5% increase in HR positions in that same time period.

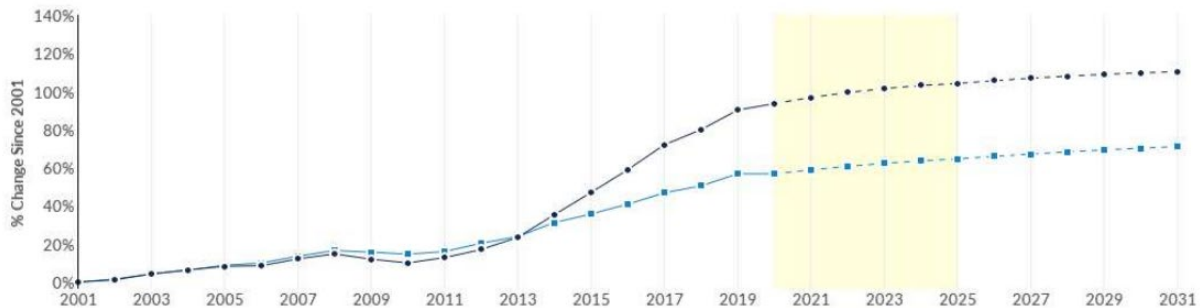
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**Table 2: Target Occupations**

Occupation	2020 Jobs*	Annual Openings*	Median Earnings	Growth (2020 - 2025)*
Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	10,091	777	\$30.25/hr	+4.88%
Human Resources Specialists	5,859	618	\$25.55/hr	+7.24%
Compliance Officers	3,105	270	\$26.93/hr	+3.83%
Administrative Services and Facilities Managers	2,404	208	\$45.06/hr	+5.03%
Training and Development Specialists	2,109	238	\$27.00/hr	+9.25%
Human Resources Managers	1,603	137	\$43.55/hr	+5.30%
Compensation, Benefits, and Job Analysis Specialists	699	73	\$25.42/hr	+8.30%
Human Resources Assistants, Except Payroll and Timekeeping	515	56	\$20.15/hr	+1.75%
Training and Development Managers	451	41	\$43.32/hr	+4.88%
Labor Relations Specialists	384	35	\$28.86/hr	-10.68%
Compensation and Benefits Managers	121	11	\$45.18/hr	+8.26%

**Table 3: Regional Trends**

### Regional Trends



Region	2020 Jobs	2025 Jobs	Change	% Change
● Region	72,458	76,394	3,936	5.4%
■ Nation	3,178,101	3,337,998	159,897	5.0%

### Summary

Hanover Research (Attachment B) found that "recently launched programs indicate the anticipation of growing student demand for bachelor's in human resources management programs. In 2019 and 2020, East Carolina University, Stetson University, Norwich University, Calvin University, and the University of Illinois at Chicago announced the addition of human

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resources management either as concentration options in their existing BBA programs or as standalone degree programs. These programs typically cite the strong employment outlook for HR professionals as part of their rationale".

### **Program Costs/Revenues**

The Department of Management and Marketing will use existing full-time faculty to begin this program. Potentially the department may need to add one FTE as the program grows and more sections of the courses need to be offered. No additional administrative or clerical support will be needed. The cost of travel and other items will be covered by the existing faculty development program in the College of Business. No new equipment, technology, or materials are expected.

### Prospective Faculty

There are three full-time tenured/tenure-track faculty members with expertise in Human Resource Management in the College of Business. These faculty are currently teaching Human Resource Management courses in support of other College of Business programs—courses that will be folded into this new program. Consequently, there will be no need to hire additional faculty for program startup. As with all College of Business programs, future faculty allocations will be based on enrollment changes over time. Faculty Vitaes are attached for:

Dr. Emily Lean  
Dr. Tomas Martinez  
Dr. Gloria Miller.

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**Table 4: BBA in Human Resource Management Course Carousel**

**Years 1 and 2**

	<b>FALL 1</b>	<b>SPRING 1</b>	<b>FALL 2</b>	<b>SPRING 2</b>
	APSU 1000 Liberal Arts in Univ. Life	GEN ED CORE 3 Credits	GEN ED CORE 3 Credits	ACCT 2020 3 Credits
	GEN ED CORE 3 Credits	GEN ED CORE 3 Credits	GEN ED CORE 3 Credits	BUS 2100 3 Credits
	GEN ED CORE 3 Credits	GEN ED CORE 3 Credits	GEN ED SCIENCE CORE WITH LAB 4 Credits	ECON 2200 3 Credits
	GEN ED CORE 3 Credits	GEN ED CORE 3 Credits	ACCT 2010 & 201L 3 Credits	MGT 2010 3 Credits
	GEN ED CORE 3 Credits	GEN ED SCIENCE CORE WITH LAB 4 Credits		MKT 2010 3 Credits
	GEN ED CORE 3 Credits			
<b>TOTAL CREDIT HOURS</b>	1 APSU 1000 15 Gen Ed	16 Gen Ed	13 Gen Ed 3 Bus Core	15 Bus Core



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### Years 3 and 4

	<b>FALL 3</b>	<b>SPRING 3</b>	<b>FALL 4</b>	<b>SPRING 4</b>
	BUS 3300 3 Credits	MGT 3110 3 Credits	BUS 3200 3 Credits	MGT 4810 & 481L 3 Credits
	FIN 3010 3 Credits	MGT 3220 3 Credits	MGT 3230 3 Credits	MGT 3240 3 Credits
	BUS 2000 3 Credits	Upper Division HR Elective 3 Credits	MGT 3250 3 Credits	Upper Division HR Elective 3 Credits
	MGT 3210 3 Credits	MGT 4100 3 Credits	General Elective 3 Credits	General Elective 3 Credits
	BUS 3310 3 Credits	MGT 3410 3 Credits	General Elective 3 Credits	Upper Division Business Elective 3 Credits
<b>TOTAL CREDIT HOURS</b>	3 Bus. Core 9 Upper Div. Bus. Req. 3 Major Required	6 Upper Div. Bus. Req. 6 Major Required 3 Major Guided Elective	3 Upper Div. Bus. Req. 6 Major Required 6 General Elective	3 Upper Div. Bus. Req. 3 Major Required 3 Major Guided Elective 3 General Elective 3 Upper Div. Bus. Elective

\*This 120-hour degree consists of: 1 credit hour of APSU 1000; 41 credit hours of General Education; 21 credit hours of Business Core; 21 credit hours of Upper Division Business Requirements; 3 Credit hours of Upper Division Business Electives; 18 credit hours of Major (HRM) Requirements; 6 credit hours of Major Guided Electives (students will choose 2 courses from 5 currently in the program); and 9 credit hours of General Electives. The HRM Requirements consist of: Organization Behavior and Theory, Human Resource Management, Diversity in Organizations, Employment Law, Staffing Organizations and Compensation and Benefits.

### Revenue for Program

As stated in the THEC Financial Projection Form (Attachment D) accompanying this Letter of Notification, the addition of this new program should eventually increase the financial resources available to the College of Business and Austin Peay State University. First, the addition of a new degree program with strong employment prospects should be attractive to prospective students, thereby leading to enrollment growth in subsequent years. Second, the potential for strong community partnerships in Clarksville and Nashville should facilitate stronger fundraising in support of the College of Business.

### **THEC Financial Projection Form**

As stated in the THEC Financial Projection Form accompanying this Letter of Notification, the institution projects that the addition of a BBA in Human Resource Management program will

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generate positive net revenues within a few years of implementation. This is primarily due to enrollment growth in the program.

The largest cost factor in the projections is for the compensation of the three faculty members who will directly support this program. It is important to note that the costs reflected in the form do not represent new costs for the institution, but rather a reallocation of current faculty expenses. The three faculty members included for this program are already supporting other College of Business programs, and their courses will be folded into this new program. The projections estimate that 50% of the faculty member's time will be devoted to this program. Therefore, 50% of their compensation will also be allocated to this program. In the projections, salaries are projected to increase by 2.5% annually.

Enrollment is projected to start with 20 students, some new and others will be current students opting to pursue the new program, initially and grow to 50 students by year 5. The financial projections assume that students will pay tuition and fees for 24 credit hours per academic year. Tuition and fees are expected to increase by 2% annually.

It is also important to note that the projection of 50 students in the program is a conservative estimate. The College of Business currently offers four undergraduate degree programs. The largest, Management, had 417 students in the fall 2020 term, and the smallest, Finance, had 116 students. The more the BBA Human Resources Management program exceeds 50 students, the more favorable the financial projections become.

**Austin Peay State University – Letter of Notification**

**Table 4: Enrollment Trends by Program- Undergraduate Programs Fall 2016 – Fall 2020**

<b>Undergraduate Program Name</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>5 Year Average</b>
ACCOUNTING (BBA)	84	152	182	187	159	152.80
ART (BA/BFA)	228	224	225	239	222	227.60
AVIATION SCIENCE (BS)	n/a	n/a	3	14	30	15.67
BIOLOGY (BS)	428	439	383	343	310	380.60
CHEMISTRY (BS)	196	188	158	157	114	162.60
COMMUNICATION ARTS (BA/BS)	370	344	333	267	240	310.80
COMPUTER INFORMATION SYSTEMS (BS)	n/a	86	157	187	180	152.50
COMPUTER INFORMATION TECHNOLOGY (BS)	n/a	97	153	155	143	137.00
COMPUTER SCIENCE & INFORMATION SYSTEMS (BS)	585	261	94	34	12	197.20
COMPUTER SCIENCE (BS)	n/a	97	142	148	140	131.75
CRIMINAL JUSTICE (BS)	452	401	407	433	374	413.40
EDUCATION (BS)	336	314	277	304	339	314.00
ENGINEERING PHYSICS (BSE)	n/a	4	20	39	34	24.25
ENGINEERING TECHNOLOGY (AAS)	88	108	104	79	72	90.20
ENGINEERING TECHNOLOGY (BS)	248	255	230	219	186	227.60
ENGLISH (BA/BS)	170	153	147	129	115	142.80
FINANCE (BBA)	38	68	79	112	116	82.60
FOREIGN LANGUAGES (BA)	66	50	41	47	51	51.00
GENERAL AGRICULTURE (BS)	200	194	214	204	197	201.80
GENERAL BUSINESS (BBA)	433	148	52	11	3	129.40
GENERAL STUDIES (BS)	39	76	82	286	353	167.20
GEOSCIENCES (BS)	61	50	46	52	54	52.60
HEALTH & HUMAN PERFORMANCE (BS)	657	631	648	621	591	629.60
HISTORY (BA/BS)	163	160	148	139	121	146.20
KINESIOLOGY (BS)	n/a	n/a	n/a	n/a	2	2.00
LEADERSHIP & ORGANIZATIONAL ADMIN (BS)	95	111	107	111	113	107.40
LIBERAL ARTS (AS)*	1,066	1,238	1,434	1,350	1,274	1272.40
MANAGEMENT (BBA)	164	327	357	454	417	343.80
MANAGEMENT TECHNOLOGY (AAS)	60	58	71	54	53	59.20
MARKETING (BBA)	69	129	165	200	184	149.40
MATHEMATICS (BS)	66	74	71	78	57	69.20
MEDICAL LABORATORY SCIENCE (BSMLS)	172	152	153	137	130	148.80
MUSIC (BA/BM/BS)	124	144	135	122	104	125.80
NONDEGREE - UNDERGRADUATE	397	498	806	1037	892	726.00
NURSING (BSN)	727	715	741	552	442	635.40
PHILOSOPHY & RELIGION (BA/BS)	17	21	16	17	16	17.40
PHYSICS (BS)	61	54	48	33	24	44.00
POLITICAL SCIENCE (BA/BS)	172	168	155	119	97	142.20
PROFESSIONAL STUDIES (BS)	4	n/a	n/a	n/a	n/a	4.00
PSYCHOLOGICAL SCIENCE (BA/BS)	421	416	389	418	419	412.60
PUBLIC MANAGEMENT (BS)	108	66	49	46	28	59.40
RADIOLOGIC SCIENCE (BSRS)	190	200	198	184	146	183.60
SOCIAL WORK (BS)	281	289	252	246	202	254.00
SOCIOLOGY (BS)	79	68	70	88	69	74.80
SPECIAL EDUCATION (BS)	90	63	56	46	38	58.60
THEATRE & DANCE (BA/BFA)	59	71	76	85	77	73.60
UNDECIDED	249	229	197	165	147	197.40
<b>TOTAL</b>	<b>9,513</b>	<b>9,591</b>	<b>9,871</b>	<b>9,948</b>	<b>9,087</b>	<b>9,602.00</b>



# MARKET ANALYSIS

BBA in Human Resources  
Management

Prepared for Austin Peay State  
University

December 2020

In the following report, Hanover assesses demand for bachelor's degree programs in human resources management, specifically highlighting demand trends in Tennessee and the Southeast region. This report includes an examination of student and labor market demand, and an analysis of potential competitor programs.



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# EXECUTIVE SUMMARY

## RECOMMENDATIONS

Based on an analysis of degree completions, labor market demand, and market competitors, Hanover recommends that Austin Peay State University (APSU):



### **OFFER A BBA MAJOR IN HUMAN RESOURCES MANAGEMENT.**

Student demand for bachelor's degree programs in human resources management has been steady, while the employment outlook for occupations in human resources is particularly positive in Tennessee. These trends, combined with the presence of relatively few relevant program offerings in Tennessee, indicate viable conditions for APSU's projected concentration.



### **CONSIDER RECENTLY PUBLISHED GUIDELINES FOR CURRICULUM DESIGN.**

In 2018, the Society for Human Resources Management, in collaboration with the AACSB and the American Institutes for Research, published the most recent guidebook for undergraduate programs in human resources, recommending 18 content areas and eight behavioral competencies. Incorporating suggested content areas and competencies into the curriculum would facilitate the offering of current and industry-relevant courses.



### **CONSIDER MARKETING THE PROPOSED PROGRAM TO TRANSITIONING VETERANS.**

In addition to the traditional student pool, consider marketing the BBA in Human Resources Management program to transitioning veterans. Observers have recently argued that human resources management may be an attractive pathway for transitioning veterans. Moreover, organizations have a need for HR professionals who can design and implement military-friendly work initiatives.

# EXECUTIVE SUMMARY

## KEY FINDINGS

**Student demand for bachelor's degree programs in human resources (HR) management has been steady.**

While the overall number of bachelor's conferrals in HR management declined in aggregate at all geographic levels between 2014 and 2018, a closer look at completion trends indicates steady student demand. Moreover, conferrals in business administration programs, which may offer HR management as a concentration, have grown at all geographic levels. Finally, recently launched HR undergraduate programs at five national institutions indicate the anticipation of growing student demand.

**The employment outlook for bachelor's degree holders in HR management is very positive in Tennessee.**

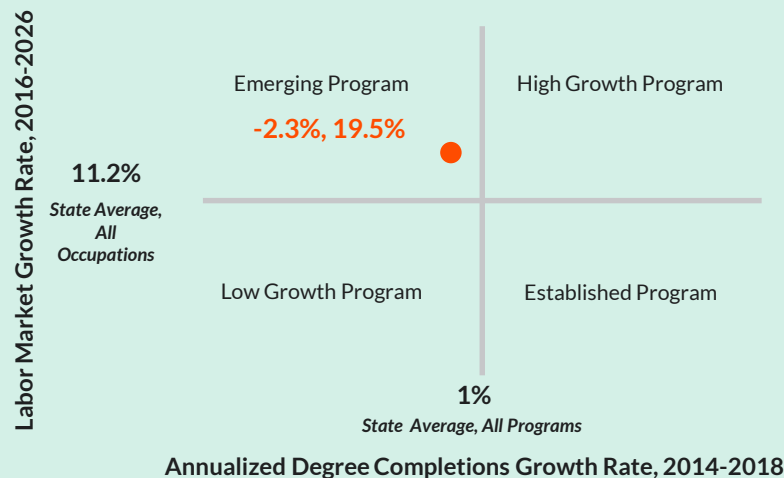
Except *Labor Relations Specialists*, all HR-related occupations can expect a faster-than-average employment growth in Tennessee through 2026. *Compensation, Benefits, and Job Analysis Specialists* and *Training and Development Managers and Specialists*, in particular, are likely to be in very high demand. The U.S. Armed Forces and relevant federal agencies typically employ personnel, recruiting, and training specialists. Some observers have further suggested HR as an attractive career field for transitioning veterans, a potential labor force of about 200,000 servicemembers per year.

**The ten benchmarked bachelor's degree programs offer human resources management either as a standalone major or as a concentration.**

Students are typically required to complete between 12 and 30 credits in courses focusing on human resources management. Relevant topic areas usually include management, law and policy, training and development, organizational behavior, leadership, and employees/human resources. The 2018 curriculum guidebook by the Society for Human Resources Management (SHRM) further suggests HR degree programs address change management, globalization, managing a diverse workforce, and other topics.

## TENNESSEE BENCHMARK ANALYSIS

Comparison of bachelor's in human resources management completions and relevant labor market to all completions and all occupations in Tennessee.



## FAST FACTS



\$427

Average per-credit tuition rate across ten benchmarked regional bachelor's degree programs



9

Number of benchmarked institutions accredited by the Association to Advance Collegiate Schools of Business (AACSB)



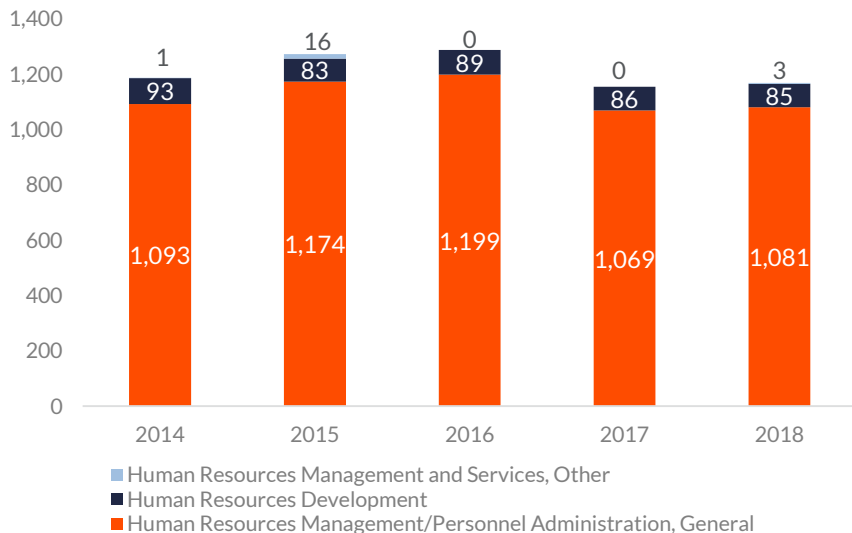
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Number of programs offered in an online delivery format.

# STUDENT DEMAND ANALYSIS

## SOUTHEAST DEGREE COMPLETIONS

Regional distribution of degree completions from 2014 to 2018



## TOTAL DEGREE COMPLETIONS

Aggregate degree completions by geographic level (2018)

	Tennessee	Southeast	National
Human Resources Management/Personnel Administration, General	81	1,081	7,524
Human Resources Development	0	85	737
Human Resources Management and Services, Other	0	3	364
<b>Total Completions, Observed Fields</b>	<b>81</b>	<b>1,169</b>	<b>8,625</b>
<b>Growth Rate, Observed Fields</b>	<b>-2.3%</b>	<b>-0.4%</b>	<b>-0.1%</b>
<b>Growth Rate, All Fields</b>	<b>1.0%</b>	<b>1.7%</b>	<b>1.5%</b>

Source: IPEDS



HIGHER EDUCATION

## ANALYSIS

Student demand for bachelor's degree programs in human resources management has been steady.

Between 2014 and 2018, the number of bachelor's degree completions in *Human Resources Management/Personnel Administration* declined at all geographic levels (annualized rates of -2.3 percent in Tennessee, -0.3 percent in the Southeast region, and -1.1 percent in the nation). However, at least in Tennessee, it should be cautioned that the relatively low number of only seven programs and the steep conferral decline rates at the University of Phoenix-Tennessee and Tennessee Wesleyan University (-20.5 percent; -21.7 percent) may somewhat distort the reflection of actual student demand. In fact, excluding these two programs results in an annualized growth rate of 2.2 percent.

Nationally, bachelor's conferrals in *Human Resources Management/Personnel Administration* declined annually at a rate of -1.1 percent. In comparison, conferrals in *Human Resources Development* grew annually at a rate of 7.2 percent, and conferrals in *Human Resources Management and Services, Other* grew at an annualized rate of 12.0 percent.

Finally, since some state, regional, and national programs may offer human resources management as a concentration option within their business administration programs, it should be noted that bachelor's conferrals in *Business Administration and Management, General* grew annually in Tennessee (0.5 percent), the Southeast region (1.1 percent), and the nation (0.9 percent) between 2014 and 2018.

**Recently launched programs indicate the anticipation of growing student demand for bachelor's in human resources management programs.**

In 2019 and 2020, [East Carolina University](#), [Stetson University](#), [Norwich University](#), [Calvin University](#), and the [University of Illinois at Chicago](#) announced the addition of human resources management either as concentration options in their existing BBA programs or as standalone degree programs. These programs typically cite the strong employment outlook for HR professionals as part of their rationale.



# LABOR MARKET ANALYSIS

## TN CURRENT AND PROJECTED EMPLOYMENT

Tennessee human resources management-related positions as of 2016 and 2026 (projected)



## TOTAL LABOR MARKET

Aggregate projected employment growth by geographic level

	Tennessee	Southeast	National
Estimated Employment (2016)	23,740	269,890	1,306,300
Projected Employment (2026)	28,360	305,460	1,381,200
Employment Growth, Observed Occupations	19.5%	13.2%	5.7%
Total Annual Openings, Observed Occupations	2,820	29,910	140,800
Employment Growth, All Occupations	11.2%	11.1%	5.2%

Source: [Projections Central](#)

Note: Due to data update schedules, national data refer to the period 2018 to 2028.

Occupational employment projections were developed in 2019 and do not account for any potential impact of COVID-19.

## ANALYSIS

The employment outlook for human resources management-related occupations is very positive at the state level.

Among all selected occupations, *Training and Development Managers and Specialists* are projected to see the fastest or second-fastest employment growth at all geographic levels through 2026 and/or 2028. In Tennessee, the employment outlook is particularly positive for *Compensation, Benefits, and Job Analysis Specialists* (26.0 percent employment growth through 2026). *Human Resources Managers* can also anticipate faster-than-average employment growth at the state, regional, and national levels. In contrast, *Labor Relations Specialists* will likely be in low or declining demand at all geographic levels.

Similar to civilian organizations, the [U.S. Armed Forces](#) typically employ personnel, recruiting, and training specialists ([BLS](#)).

The [U.S. Army Recruiting Command](#) employs more than 9,500 soldiers and civilians, recruiting at over 1,400 recruiting stations across the United States. [Enlisted personnel](#) may work as *Career Counseling/Retention Specialists*, *Human Resources Specialists*, *Recruiting Managers*, or *Recruiting and Retention Specialists*. [Officers](#) can pursue careers as *Human Resources Managers*, *Manpower Managers*, or *Recruiters*.

Some observers suggest that human resources (HR) can be an attractive career field for transitioning veterans.

The Department of Defense states that about [200,000 servicemembers transition to civilian life](#) each year. Nina Semczuk has recently argued that human resources may be an [appealing pathway for transitioning veterans](#) as “the barrier to entry is generally lower than many more technical jobs that require certain certifications.” Moreover, organizations may have a need for HR professionals who “can [design and implement initiatives](#) to create a work environment that is not simply military friendly but truly military ready.” Both the HR Certification Institute ([HRCI](#)) and the Society for Human Resource Management ([SHRM](#)) Foundation have developed military- or veteran-focused HR certificate programs.



# LABOR MARKET ANALYSIS

## GENERAL SALARY OUTLOOK

The highest-paid HR-related positions at civilian employers and the U.S. Military typically require a bachelor's degree.

Occupation	Annual Median Pay (2019)	Typical Entry-Level Education
Compensation and Benefits Managers	\$122,270	Bachelor's degree
Compensation, Benefits, and Job Analysis Specialists	\$64,560	Bachelor's degree
Human Resources Managers	\$116,720	Bachelor's degree
Human Resources Specialists	\$61,920	Bachelor's degree
Labor Relations Specialists	\$69,020	Bachelor's degree
Training and Development Managers	\$113,350	Bachelor's degree
Training and Development Specialists	\$61,210	Bachelor's degree
<b>U.S. Military</b>		
Human Resources Manager	\$115,529	Bachelor's degree
Human Resources Specialist	\$67,266	n/a
Manpower Managers	\$117,442	Bachelor's degree
Recruiters	\$72,417	n/a
Recruiting Managers	\$77,131	n/a
Recruiting and Retention Specialists	\$72,417	n/a

Source: [BLS](#); [Today's Military](#)

## REGIONAL SALARY OUTLOOK

Occupation	Entry-Level Annual Wage	
	Service Region*	Tennessee
Compensation and Benefits Managers	\$56,900	\$59,200
Compensation, Benefits, and Job Analysis Specialists	\$39,900	\$38,500
Human Resources Managers	\$55,600	\$53,600
Human Resources Specialists	\$35,600	\$34,600
Labor Relations Specialists	\$27,600	\$19,600
Training and Development Managers	\$55,700	\$57,200
Training and Development Specialists	\$35,800	\$34,900

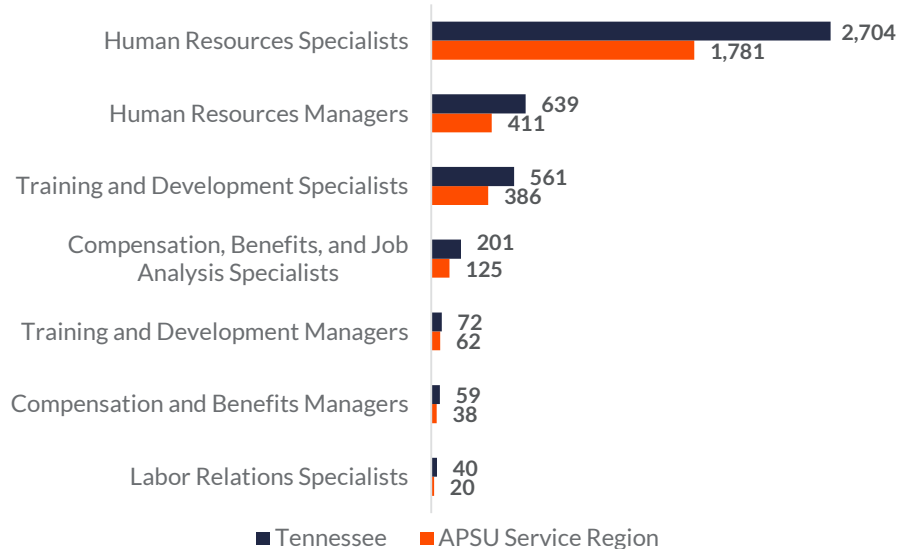
Occupation	Experienced-Level Annual Wage	
	Service Region*	Tennessee
Compensation and Benefits Managers	\$120,500	\$121,900
Compensation, Benefits, and Job Analysis Specialists	\$66,200	\$65,800
Human Resources Managers	\$114,500	\$116,200
Human Resources Specialists	\$69,000	\$68,400
Labor Relations Specialists	\$72,300	\$68,900
Training and Development Managers	\$118,800	\$121,000
Training and Development Specialists	\$64,800	\$69,700

\*Region is within ~100-mile radius of Clarksville, TN  
Source: [JobsEQ](#)

# REAL-TIME JOB POSTINGS INTELLIGENCE

## TOP HR-RELATED OCCUPATIONS

State and APSU service region\* HR-related positions by job title.



## TOP SKILLS AND LOCATIONS

### TOP HARD SKILLS

- Oracle HRIS
- Teaching/Training, Job
- Change Management
- Talent Management
- Performance Management
- The Family and Medical Leave Act
- Oracle People Soft
- Benefits Administration
- Spanish

### TOP LOCATIONS

- Nashville, TN
- Brentwood, TN
- Evansville, IN
- Clarksville, TN
- Murfreesboro, TN
- Franklin, TN
- Fort Knox, KY
- Fort Campbell, KY
- Jackson, TN

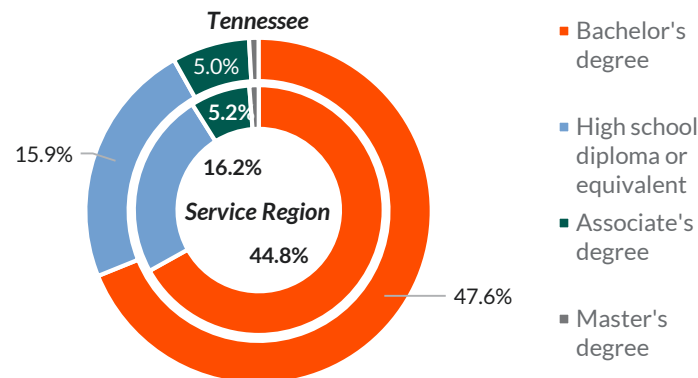
\*Region is within ~100-mile radius of Clarksville, TN

**Note:** For this analysis, Hanover retrieved job postings data for HR-related positions within ~100-mile radius of Clarksville, TN from [JobsEQ](#), a proprietary database providing real-time job postings aggregated from thousands of websites. All data reflect the 180-day period as of December 2020.

## ANALYSIS

The state and regional employment outlook for HR-related professionals is positive.

*Human Resources Specialists* can typically expect the highest volume of job listings in Tennessee and the APSU service region. At both selected geographic levels, between 45.0 percent and 48.0 percent of employers prefer or require candidates with a bachelor's degree, while fewer than 1.0 percent seek master's degree holders.



Between 31.0 percent (Tennessee) and 33.0 percent (Service Region) have not specified education attainment requirements.

## TOP EMPLOYERS

Service Region	Tennessee
<ul style="list-style-type: none"> <li>• Change Healthcare (127 ads)</li> <li>• Amazon.com Services LLC (40)</li> <li>• Insight Partners (36)</li> <li>• Aerotek (29)</li> <li>• Bargain Hunt (27)</li> </ul>	<ul style="list-style-type: none"> <li>• Change Healthcare (202 ads)</li> <li>• FedEx (61)</li> <li>• Amazon.com Services LLC (54)</li> <li>• Express Employment Professionals (48)</li> <li>• Aerotek (42)</li> </ul>

# COMPETITOR ANALYSIS

## ANALYSIS

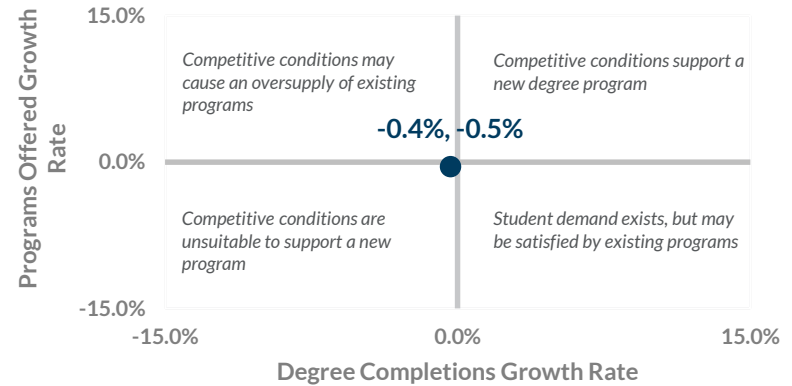
Overall student demand for human resources management-related bachelor's degree programs has declined.

Between 2014 and 2018, the number of bachelor's degree completions related to human resources management declined, in aggregate, at an annualized rate of -0.5 percent in the Southeast region. Over the same period, the number of programs declined annually at a rate of -0.5 percent.

To provide Austin Peay State University (APSU) with an analysis of the competitive landscape, Hanover benchmarked ten bachelor's degree programs in human resources management that are being offered at institutions in Tennessee, Kentucky, and Florida. Details on all programs can be found on pp. [13-14](#).

## REGIONAL MARKET SATURATION

Within the Southeast region, do competitive conditions support an additional bachelor's in human resources management program?



## TEN LARGEST PROGRAMS IN TENNESSEE AND THE SOUTHEAST REGION

TENNESSEE		
52, 1001 Human Resources Management, Personnel Administration, General		
Institution	2018 Degree Completions	Completions Growth Rate
Lipscomb University	39	0.7%
The University of Tennessee-Knoxville	28	0.9%
University of Phoenix-Tennessee	6	-20.5%
Maryville College	5	N/A
Tennessee Wesleyan University	3	-21.7%
<b>Total</b>	<b>81</b>	<b>-2.1%</b>

SOUTHEAST REGION		
52, 1001 Human Resources Management, Personnel Administration, General		
Institution	2018 Degree Completions	Completions Growth Rate
Columbia Southern University	176	6.3%
Rasmussen College-Florida	123	59.5%
Florida International University	115	6.6%
University of North Carolina at Chapel Hill	90	5.4%
Saint Leo University	78	-9.8%
<b>Total</b>	<b>582</b>	<b>7.4%</b>

Source: IPEDS

# PROGRAM TRENDS

## ADMISSION REQUIREMENTS



The benchmarked bachelor's degree programs typically require that first-time students have earned a high school diploma and have completed relevant high school courses (e.g., English, algebra). GPA score and ACT/SAT requirements vary. Tennessee State University grants guaranteed admission for applicants with a GPA of 3.2.

## ACCREDITATION



Nine of ten benchmarked institutions have been accredited by the [Association to Advance Collegiate Schools of Business \(AACSB\)](#). Lipscomb University has been accredited by the [Accreditation Council for Business Schools & Programs \(ACBSP\)](#). The AACSB does not list requirements specific to programs in [human resources management](#) and considers human resources among [traditional business subjects](#).

## UNIQUE EXPERIENCES

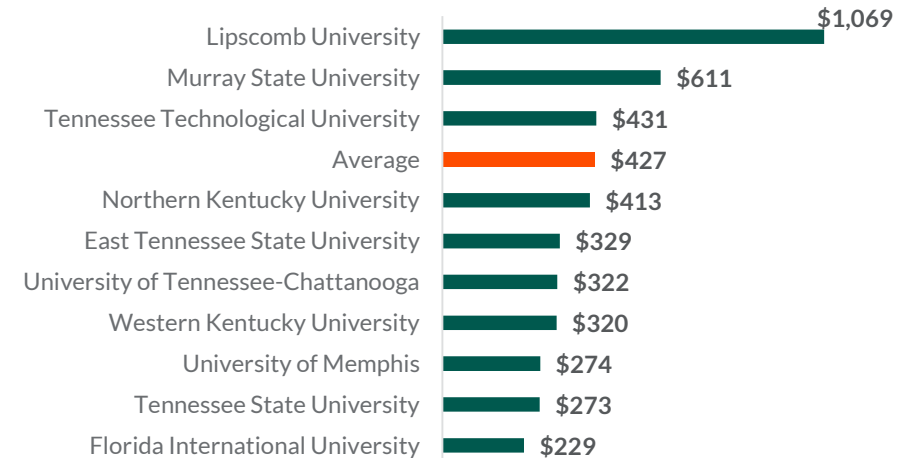


Benchmarked bachelor's degree programs typically offer their students the opportunity to complete an internship and/or to study abroad. Lipscomb University even [requires the completion of an internship](#).

Florida International University organizes [intercollegiate case competitions](#). University of Memphis offers students access to an [SHRM chapter](#) and to the [Memphis Institute of Leadership Education](#).

## PER-CREDIT TUITION

Tuition ranges from \$299 per credit at Florida International University to \$1,069 per credit at Lipscomb University. If the client develops a bachelor's degree program in human resources management, a tuition rate around or lower than \$427 per credit will be competitive on price.



## DELIVERY FORMAT



Two of ten benchmarked bachelor's degree programs offer fully-online delivery formats.



All ten benchmarked bachelor's degree programs offer an on-campus delivery format.

# CURRICULAR TRENDS

## PROGRAM STRUCTURE

The reviewed bachelor's degree programs, regardless of whether they offer human resources management within a BBA program or standalone major, typically require the completion of credits in a business core and of credits in human resources management.

24  
-  
51

Programs are not consistent when it comes to the number of required credits. The programs that require the completion of **business core credits** demand between 24 credits (Florida International University) and 51 credits (University of Memphis).

12  
-  
30

Students who select human resource(s) management as a concentration need to complete between 12 credits (Murray State University) and 30 credits (Tennessee State University).

The courses across all reviewed programs usually address **six broad areas** pertaining to human resources management:



Management



Law and Policy



Training and Development



Organization / Organizational Behavior



Leadership



Employees / Human Resources

## SHRM HR Curriculum Guidebook

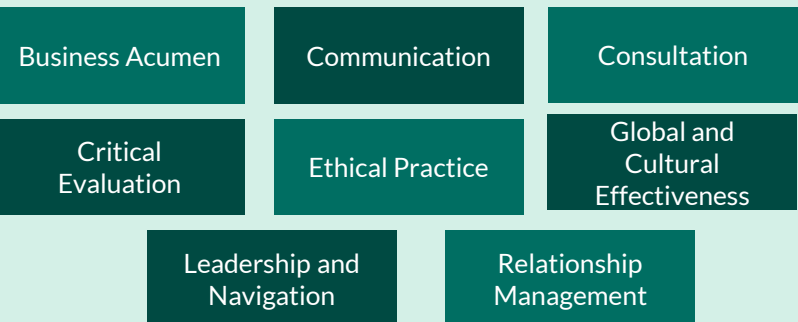


In 2018, the Society for Human Resource Management (SHRM), in collaboration with the AACSB and the American Institutes for Research, published [Guidebook and Templates for Undergraduate and Graduate Programs](#).

### Required content areas for an HR degree program include:

- ❖ Change Management
- ❖ Compensation and Benefits
- ❖ Employee and Labor Relations
- ❖ Employment Law
- ❖ Globalization
- ❖ HR Career Planning
- ❖ HR's Role in Organizations
- ❖ Human Resource Information Systems (HRIS)
- ❖ Job Analysis and Job Design
- ❖ Managing a Diverse Workforce
- ❖ Metrics and Measurement of HR
- ❖ Organizational Development
- ❖ Performance Management
- ❖ Staffing (Recruitment and Selection)
- ❖ Strategic HR
- ❖ Training and Development
- ❖ Workforce Planning and Talent Management
- ❖ Workplace Health, Safety and Security

### The SHRM has further defined eight behavioral competencies:



# CURRICULAR TRENDS

The number of required credits in human resources (management) varies across the benchmarked programs. Below is an overview of three different programs.

Murray State University	Florida International University	Tennessee State University
<a href="#">Human Resources Track</a> (12 hours)	<a href="#">Human Resource Management</a> (24 credits)	<a href="#">Human Resources Management Concentration</a> (30 credits)
<b><u>Required Courses</u></b>	<b><u>Required Courses</u></b>	<b><u>Required Courses</u></b>
<ul style="list-style-type: none"> <li>• <i>Human Resource Selection</i></li> <li>• <i>Compensation Management</i></li> </ul> <p><u>Choose two from the following:</u></p> <ul style="list-style-type: none"> <li>• <i>Cooperative Education/Internship</i></li> <li>• <i>Training and Development</i></li> <li>• <i>Organization Development</i></li> <li>• <i>Labor-Management Relations</i></li> <li>• <i>Labor Law and Public Policy</i></li> <li>• <i>Introduction to Occupational Safety and Health</i></li> <li>• <i>Safety and Health Program Management and Training</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accounting Information Systems</i></li> <li>OR</li> <li>• <i>Information Systems Management</i></li>   <li>• <i>Legal Environment of Business</i></li> <li>OR</li> <li>• <i>Business Law</i></li>   <li>• <i>Business Statistics and Analysis II</i></li> <li>OR</li> <li>• <i>Operations Management</i></li> </ul> <p><u>Complete each of the following courses:</u></p> <ul style="list-style-type: none"> <li>• <i>Financial Management</i></li> <li>• <i>Organization and Management</i></li> <li>• <i>Strategic Management</i></li> <li>• <i>Introduction to Marketing</i></li> <li>• <i>Business Statistics and Analysis I</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Quality Management</i></li> <li>• <i>Human Resources Management</i></li> <li>• <i>Organization Behavior</i></li> <li>• <i>Performance and Compensation Administration</i></li> <li>• <i>Recruitment and Selection</i></li> <li>• <i>Training and Development</i></li> <li>• <i>Employment Law and Labor Relations</i></li> <li>• <i>Leadership</i></li> <li>• <i>Strategic HR Management</i></li> <li>• <i>Business Elective</i></li> </ul>

# PROGRAM BENCHMARKING

Benchmarked programs are offered by institutions located in Tennessee and the Southeast region.

Institution	Program	Tuition (In-State)	Delivery Format	Curriculum Structure	Unique Experiences	Accreditation
East Tennessee State University Johnson City, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$329 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• 36 credits major core</li> <li>• 24 credits in HR concentration</li> </ul>	<ul style="list-style-type: none"> <li>• Market career services at College of Business and Technology and availability of ten professional student organizations</li> </ul>	• <a href="#">AACSB</a>
Florida International University Miami, FL	<a href="#">BBA, Human Resource Management</a>	\$229 per credit	<ul style="list-style-type: none"> <li>• On-campus</li> <li>• Online</li> </ul>	<ul style="list-style-type: none"> <li>• 18 credits common prerequisites</li> <li>• 3 credits, Microcomputer Applications for Business</li> <li>• <a href="#">24 business core credits</a></li> <li>• Program website lists <a href="#">multiple HR courses</a></li> </ul>	<ul style="list-style-type: none"> <li>• Study abroad opportunities, <a href="#">career services</a>, <a href="#">intercollegiate case competitions</a></li> </ul>	• <a href="#">AACSB</a>
Lipscomb University Nashville, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$1,069 per credit^	<ul style="list-style-type: none"> <li>• On-campus</li> <li>• Online and evening options</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">49 credits in business core</a></li> <li>• 3 credits international course</li> <li>• 21 additional credits</li> </ul>	<ul style="list-style-type: none"> <li>• Internship in Management <a href="#">required</a></li> <li>• Internship and study abroad opportunities</li> </ul>	• <a href="#">ACBSP</a>
Murray State University Murray, KY	<a href="#">BA/BS, Business, Human Resources Management Track*</a>	\$611 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• 41 credits business core</li> <li>• 12 credits in HR</li> <li>• BS requires 6 electives</li> </ul>	<ul style="list-style-type: none"> <li>• Coop. education / internship, study abroad available</li> </ul>	• <a href="#">AACSB</a>
Northern Kentucky University Highland Heights, KY	<a href="#">BSBA, Human Resource Management</a>	\$413 per credit	• On-campus	<ul style="list-style-type: none"> <li>• 50 credits business</li> <li>• 21 credits HR</li> </ul>	<ul style="list-style-type: none"> <li>• Internship opportunities</li> </ul>	• <a href="#">AACSB</a>

\*Program name inconsistency between website and [bulletin](#); ^Assuming completion of 15 credits per semester.

Source: Institutional Websites (see embedded hyperlinks)





# PROGRAM BENCHMARKING

Benchmarked programs are offered by institutions located in Tennessee and the Southeast region.

Institution	Program	Tuition (In-State)	Delivery Format	Curriculum Structure	Unique Experiences	Accreditation
Tennessee State University Nashville, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$273 per credit	• On-campus	<ul style="list-style-type: none"> <li>• 36 credits business core</li> <li>• 30 credits concentration courses</li> </ul>	<ul style="list-style-type: none"> <li>• Market association with <a href="#">SHRM</a></li> <li>• Highlight faculty quality</li> </ul>	• <a href="#">AACSB</a>
Tennessee Technological University Cookeville, TN	<a href="#">Bachelor, Business Management with concentration in Human Resource Management</a>	\$431 per credit†	• On-campus	<ul style="list-style-type: none"> <li>• <a href="#">41 credits gen. ed.</a></li> <li>• <a href="#">At least 60 credits</a> in business management, accounting, economics, finance</li> </ul>	None listed	• <a href="#">AACSB</a>
University of Memphis Memphis, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$274 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• <a href="#">41 credits in gen. ed.</a></li> <li>• <a href="#">51 credits business core</a> +electives</li> <li>• <a href="#">24 hours HR</a></li> </ul>	<ul style="list-style-type: none"> <li>• Memphis Institute for Leadership Education-<a href="#">Leadership Mentoring Program</a></li> <li>• <a href="#">SHRM Student Chapter</a></li> </ul>	• <a href="#">AACSB</a>
University of Tennessee-Chattanooga Chattanooga, TN	<a href="#">BSBA, Human Resource Management</a>	\$322 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• 28-29 credits gen. ed.</li> <li>• <a href="#">88 credits major</a></li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to join <a href="#">student organizations</a></li> </ul>	• <a href="#">AACSB</a>
Western Kentucky University Bowling Green, KY	<a href="#">BS, Management with Human Resource track</a>	\$360 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• <a href="#">73 credits</a> in HR Management concentration</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Center for Entrepreneurship and Innovation</a></li> </ul>	• <a href="#">AACSB</a>

†Based on completion of 12 credits per semester; ^Assuming completion of 15 credits per semester.

Source: Institutional Websites (see embedded hyperlinks)



# PROGRAM BENCHMARKING: ADMISSION REQUIREMENTS

Admission requirements apply to first-time, freshmen students under the age of 21.

Institution	Admission Requirements
<b>East Tennessee State University</b> Johnson City, TN	
<b>Florida International University</b> Miami, OH	
<b>Lipscomb University</b> Nashville, TN	
<b>Murray State University</b> Murray, KY	
<b>Northern Kentucky University</b> Highland Heights, KY	

Institution	Admission Requirements
<b>Tennessee State University</b> Nashville, TN	
<b>Tennessee Technological University</b> Cookeville, TN	
<b>University of Memphis</b> Memphis, TN	
<b>University of Tennessee-Chattanooga</b> Chattanooga, TN	
<b>Western Kentucky University</b> Bowling Green, KY	

Source: Institutional Websites (see embedded hyperlinks)





## CONTACT

**Meredith Fraser, PhD**  
*Content Director, Higher Education*

E: [mfraser@hanoverresearch.com](mailto:mfraser@hanoverresearch.com)

P: 202.751.2587

🌐 [hanoverresearch.com](http://hanoverresearch.com)



## APSU Mission and Vision Statement

### **Mission Statement**

- Austin Peay State University is a comprehensive university committed to raising the educational attainment of the citizenry, developing programs and services that address regional needs, and providing collaborative opportunities that connect university expertise with private and public resources. Collectively, these endeavors contribute significantly to the intellectual, economic, social, physical, and cultural development of the region. APSU prepares students to be engaged and productive citizens, while recognizing that society and the marketplace require global awareness and continuous learning. This mission will be accomplished by:
  - Offering undergraduate, graduate, and student support programs designed to promote critical thinking, communication skills, creativity, and leadership;
  - Expanding access opportunities and services to traditional and nontraditional students, including the use of multiple delivery systems, flexible scheduling, and satellite locations;
  - Promoting equal access, diversity, an appreciation of all cultures, and respect for all persons;
  - Serving the military community at Fort Campbell through complete academic programs;
  - Providing academic services that support student persistence to graduation;
  - Fostering a positive campus environment that encourages active participation in university life; and
  - Developing programs (credit and noncredit), conducting research, and providing services that contribute significantly to the quality of life, learning, and workforce development needs of the region.

### **Vision Statement**

- APSU's vision is to create a collaborative, integrative learning community, instilling in students habits of critical inquiry as they gain knowledge, skills, and values for life and work in a global society.

# Mission, Vision, and Guiding Principles

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The APSU College of Business is a teaching-focused business school committed to student success while serving the Clarksville and Nashville metropolitan areas. We strive to push students beyond the textbook and help them explore their passions, in order to empower our graduates to compete in a global economy.

The College of Business will be recognized as a premier provider of business education.

The College of Business believe in:

- The worth of teaching and the value of experiential and reflective learning.
  - Creating a climate of inclusion that will facilitate access and foster student success.
  - Professional and research activities that inform teaching, engage students, and improve the practice of business.
  - The value of interaction among colleagues, students, and community.
  - Ethical behavior, transparent management, and respect for colleagues and students.
- 
- Learning Opportunities
  - Student Success
  - Human Capital
  - Community Engagement
  - Brand Enhancement

The College of Business has a Mission and Vision that can be accomplished through adherence to the Guiding Principles. Therefore, we opine that the following outcomes can be expected.

The College of Business at APSU expects:

- To develop, produce, and deliver high impact learning experiences.
- To graduate high quality Baccalaureate and Masters degree students prepared to compete in the global economy.
- To provide a portfolio of intellectual contributions focusing on applied and pedagogical research.
- To develop and implement opportunities to form connections with the Clarksville and Nashville metropolitan areas which will provide learning and development experiences for faculty and students of the CoB.
- To enhance and increase our brand awareness.

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## Contact Us

College of Business  
Austin Peay State University

Kimbrough Bldg., Room 203

P.O. Box 4416

Clarksville TN 37044

(931) 221-7674

Fax (931) 221-7355

[cob@apsu.edu](mailto:cob@apsu.edu)

## **PROPOSED COURSES FOR HRM MAJOR**

### **REQUIRED**

#### **MGT 3110 ORGANIZATIONAL BEHAVIOR AND MANAGEMENT (exists already)**

An analysis of individual, interpersonal, and group behavior within organizations, as well as the interplay of human, technological, structural, cultural, and environmental factors for the purpose of relating them to the practice of management.

**Prereq:** Junior standing and MGT 2010.

**SLOs:** Upon completion of this course, students will be able to:

- Understand and differentiate between the key theories, concepts, and skills related to personal, interpersonal, and team processes.
- Apply the theories, concepts, and skills of organizational behavior to organizational settings.
- Assess their own characteristics as they relate to the key theories, concepts and skills of organizational behavior.
- Develop and enhance skills needed to work in teams.

#### **MGT 3210 HUMAN RESOURCES MANAGEMENT (exists already)**

The staffing function of the organization, including the process and legal issues of recruitment, selection, training, development, compensation, safety, health, performance appraisal, and retention of personnel.

**Prereq:** Junior standing and MGT 2010.

**SLOs:** Upon completion of this course, students will be able to:

- Define human resource management (HRM).
- Describe the functions of HRM.
- Summarize the types of assistance the HR department provides.
- Identify challenges HR managers of today face.
- Outline potential challenges and contributions that an increasingly diverse workforce presents.

#### **MGT 3220 EMPLOYMENT LAW (exists already)**

This course is designed to provide practical information in the area of employment law as it relates to human resources in organizations. To that end, various cases based on actual organizational situations will be examined and the case law utilized to determine actions required of the organization.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Describe the principles of various employment laws applicable to the HR functions in organizations as laid down by legislation and interpreted by the courts.
- Summarize the direction of emerging issues of employment law in the coming decade.
- Identify how various employment laws guide organizations in reducing their exposure to liability.

- Outline permissible activity in organizations and the actions to take when “red flag” behavior is recognized in the organization.

### **MGT 3230 STAFFING ORGANIZATIONS (exists already)**

This course is designed to provide an introduction to the design, execution, and evaluation of HR staffing systems. The main focus of this course is on recommended staffing practices; importantly, this course will also examine the challenges and controversies that accompany these recommendations.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Demonstrate a comprehensive understanding of staffing practices.
- Outline deployment of different practices.
- Articulate benefits and limitations of each practice.
- Identify legal guidelines that govern the practice of staffing and related HR decision-making, policy development, etc.

### **MGT 3240 DIVERSITY IN ORGANIZATIONS**

This course considers issues of human diversity broadly defined to include race, ethnicity, culture, nationality, religion, sexual orientation, gender identity, and ability. This course aids in understanding the complexities of diversity and cultural differences, increasingly important components for success in organizations. It examines the elements of managing and understanding diversity in foreign environments where culture differences are the norm for international business. This course looks at diversity at home and abroad in an attempt to better understand, appreciate and value the variety of differences. Addresses institutional and personal discrimination, stereotyping and prejudice.

**Prereq:** Junior Standing.

**SLOs:** Upon completion of this course, students will be able to:

- Discuss approaches and tools to recruit, engage, and retain a diverse workplace.
- Identify reasons and steps to leverage diversity within an organization.

### **MGT 3245 COMPENSATION AND BENEFITS**

This course is a study of the total reward system. Topics examined include job content and context factors, job evaluation, wage surveys, wage and salary administration, incentives and non-cash benefits, and performance appraisals. Emphasis is on developing and maintain an adequate and equitable compensation system for all employees. This includes benefits such as health benefits, pension plans, and government-required benefits.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Discuss how pay decisions help the organization achieve a competitive advantage.
- Construct a compensation system encompassing the themes of the course, especially: 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.



## **ELECTIVES**

### **MGT 3260 TRAINING AND DEVELOPMENT IN BUSINESS AND INDUSTRY**

This course focuses on corporate training and its application to professional and staff development within business and industry. Course content includes learning styles, theories, and processes with an emphasis on the practical application to corporate training needs. In small groups, students will assess a training need, design/develop a training activity, and then conduct an actual training session.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Identify and plan appropriate training solutions to individual or group performance gaps.
- Understand by what method to conduct training needs analyses, identify gaps, and design training processes to address those gaps.
- Design meaningful training and development processes using adult learning principles.

### **MGT 3270 NEGOTIATING AND CONFLICT RESOLUTION**

This course will enhance individual effectiveness in the workplace through the provision of an advanced understanding of negotiation through the development of specific negotiation skills. Discussions and skill-building exercises in the class are focused broadly and include informal and formal negotiations between multiple departments, and so on. Because effective negotiation is fundamental to an individual's survival and prosperity within an organization, knowledge of negotiating concepts and development of negotiation skills are critical. Conflict resolution will also be covered, including its importance and skills to perform it effectively.

**Prereq:** Junior Standing.

**SLOs:** Upon completion of this course, students will be able to:

- Understand how conflicts and negotiations work from a range of scholarly and practitioner perspectives.
- Apply tested strategies for managing conflict and negotiating productively in public settings.
- Respect and be able to work with diverse people with different conflict/negotiation styles, norms, and contexts.

### **MGT 3280 MANAGING EMPLOYEE PERFORMANCE**

In this course we will discuss the skills and key processes you will need to develop your employees to attain department and organizational goals. These skills will include setting clear expectations, providing positive and corrective feedback, and delivering an effective performance appraisal.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.

- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

### **MGT 3290 INTERNATIONAL HUMAN RESOURCES**

Compares global human resource systems with emphasis on the reasons HR differences exist. The HR functions of selection, training, compensation and performance management are compared in different countries and cultures. Focuses on both expatriate assignment and foreign HR operations.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Identify and understand issues and practices pertaining to the major HRM functions within the context of a multinational environment.
- Describe cultural differences that impact international HR.
- Evaluate HR “best practices” across cultures.

### **MGT 3295 HUMAN RESOURCE INTERNSHIP**

Designed to provide academic credit for relevant and meaningful experience in preparation for management positions. Weekly updates, term paper, and satisfactory evaluation by employer/supervisor required for credit. Grading on a pass/fail basis.

**Prereq:** MGMT 3210, GPA of 3.0, and permission of Internship Coordinator

**SLOs:** Upon completion of this course, students will be able to:

- Relate challenges experienced in a workplace environment to HR theory and practice.
- Evaluate workplace opportunities, using critical thinking and problem-solving skills to take advantage of them.
- Relate academic concepts to the workplace.

**Tennessee Higher Education Commission**  
**Appendix A: THEC Financial Projections Form**  
**Austin Peay State University**  
**BBA Human Resources Management**

Seven-year projections are required for doctoral programs.  
Five-year projections are required for baccalaureate and Master's degree programs  
Three-year projections are required for associate degrees and undergraduate certificates.  
Projections should include cost of living increases per year.  
Planning year projections are not required but should be included when appropriate.

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>I. Expenditures</b>								
<b>A. One-time Expenditures</b>								
New/Renovated Space <sup>1</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total One-time</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>B. Recurring Expenditures</b>								
<b>Personnel</b>								
<b>Administration</b>								
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Administration</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Faculty</b>								
Salary	\$ -	\$ 175,000	\$ 179,375	\$ 183,859	\$ 188,456	\$ 193,167	\$ -	\$ -
Benefits	\$ -	\$ 70,000	\$ 71,750	\$ 73,544	\$ 75,382	\$ 77,267	\$ -	\$ -
<b>Sub-Total Faculty</b>	\$ -	\$ 245,000	\$ 251,125	\$ 257,403	\$ 263,838	\$ 270,434	\$ -	\$ -
<b>Support Staff</b>								
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Support Staff</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Graduate Assistants</b>								
Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees* (See Below)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Graduate Assistants</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>								
Travel	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
Printing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Operating</b>	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
<b>Total Recurring</b>	\$ -	\$ 250,000	\$ 256,125	\$ 262,403	\$ 268,838	\$ 275,434	\$ -	\$ -
<b>TOTAL EXPENDITURES (A + B)</b>	\$ -	\$ 250,000	\$ 256,125	\$ 262,403	\$ 268,838	\$ 275,434	\$ -	\$ -

**\*If tuition and fees for Graduate Assistants are included, please provide the following information.**

Base Tuition and Fees Rate           \$ -  
Number of Graduate Assistants       -  
8,400

	Planning Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>II. Revenue</b>								
Tuition and Fees <sup>2</sup>	\$ -	\$ 189,200	\$ 288,900	\$ 392,136	\$ 499,013	\$ 508,034	\$ -	\$ -
Institutional Reallocations <sup>3</sup>	\$ -	\$ 60,800	\$ (32,775)	\$ (129,733)	\$ (230,175)	\$ (232,600)	\$ -	\$ -
Federal Grants <sup>4</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Private Grants or Gifts <sup>5</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other <sup>6</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>BALANCED BUDGET LINE</b>	\$ -	\$ 250,000	\$ 256,125	\$ 262,403	\$ 268,838	\$ 275,434	\$ -	\$ -

**Notes:**

**(1) Provide the funding source(s) for the new or renovated space.**

N/A

**(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.**

Tuition and fees are based on students taking an average of 24 credit hours per year, and include undergraduate in-state tuition, program service fees, and the business course fee.

Tuition is assumed to appreciate by 2% each year.

Program enrollment is expected to grow to 50 students by year 4.

**(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

This program will require zero new faculty, and will utilize three existing faculty supporting the BBA Management and MS Management programs.

Approximately, an average of 50% of their teaching supporting this program. Therefore, 50% of the faculty salaries have been allocated to this program.

All program faculty will be within the Department of Management and Marketing, and any institutional reallocation will occur within that department.

**(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

N/A

**(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

N/A

**(6) Provide information regarding other sources of the funding.**

N/A

Implementation Timeline for BBA Human Resource Management

Date	THEC Approval Process	APSU Board of Trustees' Approval	SACSCOC Approval	APSU preparation for BBA Human Resource Management
March 2022		APSU Board of Trustees reviews and supports the Letter of Notification		
March 2022	Submission of the Letter of Notification to THEC and the 30 day open review process begins			
April 2022	THEC responds to LON process and requests additional information in a response document			
May 2022	THEC responds to the LON and response document granting permission to move forward with the New Academic Program Proposal (NAPP)			APSU prepares the response to THEC feedback regarding the submitted LON
June 2022				APSU begins working on the New Academic Program Proposal (NAPP)
August 2022				Department of Management and Marketing reviews and approves the NAPP

				College of Business Curriculum Committee reviews and approves the NAPP
September 2022				<p>APSU University Curriculum Committee reviews and approves the NAPP</p> <p>APSU President reviews and approves the NAPP</p>
September 2022	APSU submits the NAPP to THEC for review			
November 2022	External review visit; External Reviewers' report due in 30 days			
December 2022/January 2023	APSU responds to External Reviewers' report			
February 2023	THEC makes post-external judgment on APSU's response			
March 2023		APSU Board of Trustees reviews and approves the NAPP		
May 2023	THEC Commission reviews and approves the NAPP			
August 2023				APSU enrolls first group of students for a Fall 2023 launch



# MARKET ANALYSIS

BBA in Human Resources  
Management

Prepared for Austin Peay State  
University

December 2020

In the following report, Hanover assesses demand for bachelor's degree programs in human resources management, specifically highlighting demand trends in Tennessee and the Southeast region. This report includes an examination of student and labor market demand, and an analysis of potential competitor programs.





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**13** / Program Benchmarking

# EXECUTIVE SUMMARY

## RECOMMENDATIONS

Based on an analysis of degree completions, labor market demand, and market competitors, Hanover recommends that Austin Peay State University (APSU):



### **OFFER A BBA MAJOR IN HUMAN RESOURCES MANAGEMENT.**

Student demand for bachelor's degree programs in human resources management has been steady, while the employment outlook for occupations in human resources is particularly positive in Tennessee. These trends, combined with the presence of relatively few relevant program offerings in Tennessee, indicate viable conditions for APSU's projected concentration.



### **CONSIDER RECENTLY PUBLISHED GUIDELINES FOR CURRICULUM DESIGN.**

In 2018, the Society for Human Resources Management, in collaboration with the AACSB and the American Institutes for Research, published the most recent guidebook for undergraduate programs in human resources, recommending 18 content areas and eight behavioral competencies. Incorporating suggested content areas and competencies into the curriculum would facilitate the offering of current and industry-relevant courses.



### **CONSIDER MARKETING THE PROPOSED PROGRAM TO TRANSITIONING VETERANS.**

In addition to the traditional student pool, consider marketing the BBA in Human Resources Management program to transitioning veterans. Observers have recently argued that human resources management may be an attractive pathway for transitioning veterans. Moreover, organizations have a need for HR professionals who can design and implement military-friendly work initiatives.

# EXECUTIVE SUMMARY

## KEY FINDINGS

**Student demand for bachelor's degree programs in human resources (HR) management has been steady.**

While the overall number of bachelor's conferrals in HR management declined in aggregate at all geographic levels between 2014 and 2018, a closer look at completion trends indicates steady student demand. Moreover, conferrals in business administration programs, which may offer HR management as a concentration, have grown at all geographic levels. Finally, recently launched HR undergraduate programs at five national institutions indicate the anticipation of growing student demand.

**The employment outlook for bachelor's degree holders in HR management is very positive in Tennessee.**

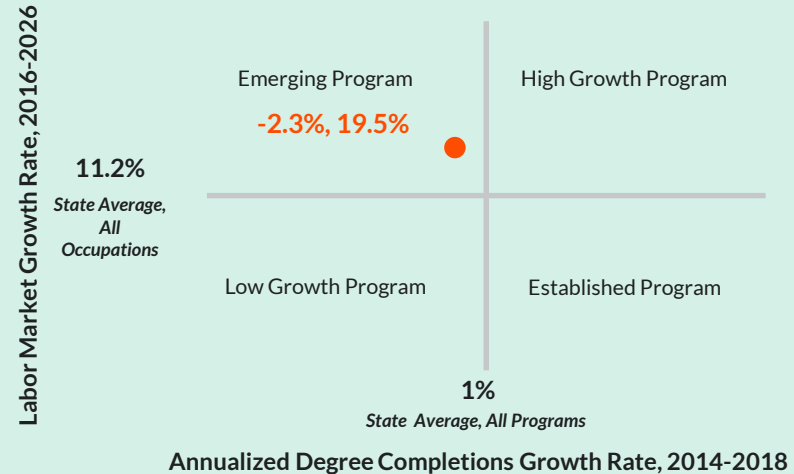
Except *Labor Relations Specialists*, all HR-related occupations can expect a faster-than-average employment growth in Tennessee through 2026. *Compensation, Benefits, and Job Analysis Specialists* and *Training and Development Managers and Specialists*, in particular, are likely to be in very high demand. The U.S. Armed Forces and relevant federal agencies typically employ personnel, recruiting, and training specialists. Some observers have further suggested HR as an attractive career field for transitioning veterans, a potential labor force of about 200,000 servicemembers per year.

**The ten benchmarked bachelor's degree programs offer human resources management either as a standalone major or as a concentration.**

Students are typically required to complete between 12 and 30 credits in courses focusing on human resources management. Relevant topic areas usually include management, law and policy, training and development, organizational behavior, leadership, and employees/human resources. The 2018 curriculum guidebook by the Society for Human Resources Management (SHRM) further suggests HR degree programs address change management, globalization, managing a diverse workforce, and other topics.

## TENNESSEE BENCHMARK ANALYSIS

Comparison of bachelor's in human resources management completions and relevant labor market to all completions and all occupations in Tennessee.



## FAST FACTS



\$427

Average per-credit tuition rate across ten benchmarked regional bachelor's degree programs



9

Number of benchmarked institutions accredited by the Association to Advance Collegiate Schools of Business (AACSB)



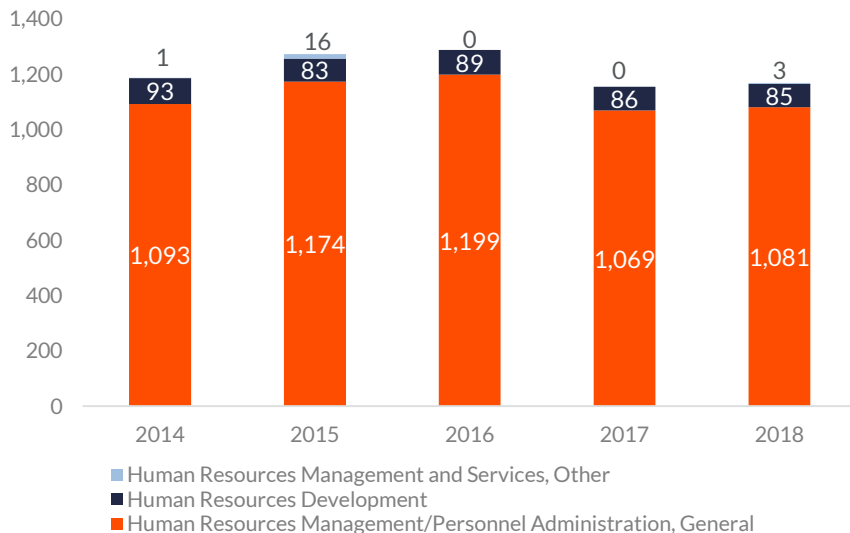
2

Number of programs offered in an online delivery format.

# STUDENT DEMAND ANALYSIS

## SOUTHEAST DEGREE COMPLETIONS

Regional distribution of degree completions from 2014 to 2018



## TOTAL DEGREE COMPLETIONS

Aggregate degree completions by geographic level (2018)

	Tennessee	Southeast	National
Human Resources Management/Personnel Administration, General	81	1,081	7,524
Human Resources Development	0	85	737
Human Resources Management and Services, Other	0	3	364
<b>Total Completions, Observed Fields</b>	<b>81</b>	<b>1,169</b>	<b>8,625</b>
<b>Growth Rate, Observed Fields</b>	<b>-2.3%</b>	<b>-0.4%</b>	<b>-0.1%</b>
<b>Growth Rate, All Fields</b>	<b>1.0%</b>	<b>1.7%</b>	<b>1.5%</b>

Source: IPEDS



HIGHER EDUCATION

## ANALYSIS

Student demand for bachelor's degree programs in human resources management has been steady.

Between 2014 and 2018, the number of bachelor's degree completions in *Human Resources Management/Personnel Administration* declined at all geographic levels (annualized rates of -2.3 percent in Tennessee, -0.3 percent in the Southeast region, and -1.1 percent in the nation). However, at least in Tennessee, it should be cautioned that the relatively low number of only seven programs and the steep conferral decline rates at the University of Phoenix-Tennessee and Tennessee Wesleyan University (-20.5 percent; -21.7 percent) may somewhat distort the reflection of actual student demand. In fact, excluding these two programs results in an annualized growth rate of 2.2 percent.

Nationally, bachelor's conferrals in *Human Resources Management/Personnel Administration* declined annually at a rate of -1.1 percent. In comparison, conferrals in *Human Resources Development* grew annually at a rate of 7.2 percent, and conferrals in *Human Resources Management and Services, Other* grew at an annualized rate of 12.0 percent.

Finally, since some state, regional, and national programs may offer human resources management as a concentration option within their business administration programs, it should be noted that bachelor's conferrals in *Business Administration and Management, General* grew annually in Tennessee (0.5 percent), the Southeast region (1.1 percent), and the nation (0.9 percent) between 2014 and 2018.

**Recently launched programs indicate the anticipation of growing student demand for bachelor's in human resources management programs.**

In 2019 and 2020, [East Carolina University](#), [Stetson University](#), [Norwich University](#), [Calvin University](#), and the [University of Illinois at Chicago](#) announced the addition of human resources management either as concentration options in their existing BBA programs or as standalone degree programs. These programs typically cite the strong employment outlook for HR professionals as part of their rationale.

# LABOR MARKET ANALYSIS

## TN CURRENT AND PROJECTED EMPLOYMENT

Tennessee human resources management-related positions as of 2016 and 2026 (projected)



## TOTAL LABOR MARKET

Aggregate projected employment growth by geographic level

	Tennessee	Southeast	National
Estimated Employment (2016)	23,740	269,890	1,306,300
Projected Employment (2026)	28,360	305,460	1,381,200
Employment Growth, Observed Occupations	19.5%	13.2%	5.7%
Total Annual Openings, Observed Occupations	2,820	29,910	140,800
Employment Growth, All Occupations	11.2%	11.1%	5.2%

Source: [Projections Central](#)

Note: Due to data update schedules, national data refer to the period 2018 to 2028.

Occupational employment projections were developed in 2019 and do not account for any potential impact of COVID-19.

## ANALYSIS

The employment outlook for human resources management-related occupations is very positive at the state level.

Among all selected occupations, *Training and Development Managers and Specialists* are projected to see the fastest or second-fastest employment growth at all geographic levels through 2026 and/or 2028. In Tennessee, the employment outlook is particularly positive for *Compensation, Benefits, and Job Analysis Specialists* (26.0 percent employment growth through 2026). *Human Resources Managers* can also anticipate faster-than-average employment growth at the state, regional, and national levels. In contrast, *Labor Relations Specialists* will likely be in low or declining demand at all geographic levels.

Similar to civilian organizations, the [U.S. Armed Forces](#) typically employ personnel, recruiting, and training specialists ([BLS](#)).

The [U.S. Army Recruiting Command](#) employs more than 9,500 soldiers and civilians, recruiting at over 1,400 recruiting stations across the United States. [Enlisted personnel](#) may work as *Career Counseling/Retention Specialists*, *Human Resources Specialists*, *Recruiting Managers*, or *Recruiting and Retention Specialists*. [Officers](#) can pursue careers as *Human Resources Managers*, *Manpower Managers*, or *Recruiters*.

Some observers suggest that human resources (HR) can be an attractive career field for transitioning veterans.

The Department of Defense states that about [200,000 servicemembers transition to civilian life](#) each year. Nina Semczuk has recently argued that human resources may be an [appealing pathway for transitioning veterans](#) as “the barrier to entry is generally lower than many more technical jobs that require certain certifications.” Moreover, organizations may have a need for HR professionals who “can [design and implement initiatives](#) to create a work environment that is not simply military friendly but truly military ready.” Both the HR Certification Institute ([HRCI](#)) and the Society for Human Resource Management ([SHRM](#)) Foundation have developed military- or veteran-focused HR certificate programs.



# LABOR MARKET ANALYSIS

## GENERAL SALARY OUTLOOK

The highest-paid HR-related positions at civilian employers and the U.S. Military typically require a bachelor's degree.

Occupation	Annual Median Pay (2019)	Typical Entry-Level Education
Compensation and Benefits Managers	\$122,270	Bachelor's degree
Compensation, Benefits, and Job Analysis Specialists	\$64,560	Bachelor's degree
Human Resources Managers	\$116,720	Bachelor's degree
Human Resources Specialists	\$61,920	Bachelor's degree
Labor Relations Specialists	\$69,020	Bachelor's degree
Training and Development Managers	\$113,350	Bachelor's degree
Training and Development Specialists	\$61,210	Bachelor's degree
<b>U.S. Military</b>		
Human Resources Manager	\$115,529	Bachelor's degree
Human Resources Specialist	\$67,266	n/a
Manpower Managers	\$117,442	Bachelor's degree
Recruiters	\$72,417	n/a
Recruiting Managers	\$77,131	n/a
Recruiting and Retention Specialists	\$72,417	n/a

Source: [BLS](#); [Today's Military](#)

## REGIONAL SALARY OUTLOOK

Occupation	Entry-Level Annual Wage	
	Service Region*	Tennessee
Compensation and Benefits Managers	\$56,900	\$59,200
Compensation, Benefits, and Job Analysis Specialists	\$39,900	\$38,500
Human Resources Managers	\$55,600	\$53,600
Human Resources Specialists	\$35,600	\$34,600
Labor Relations Specialists	\$27,600	\$19,600
Training and Development Managers	\$55,700	\$57,200
Training and Development Specialists	\$35,800	\$34,900

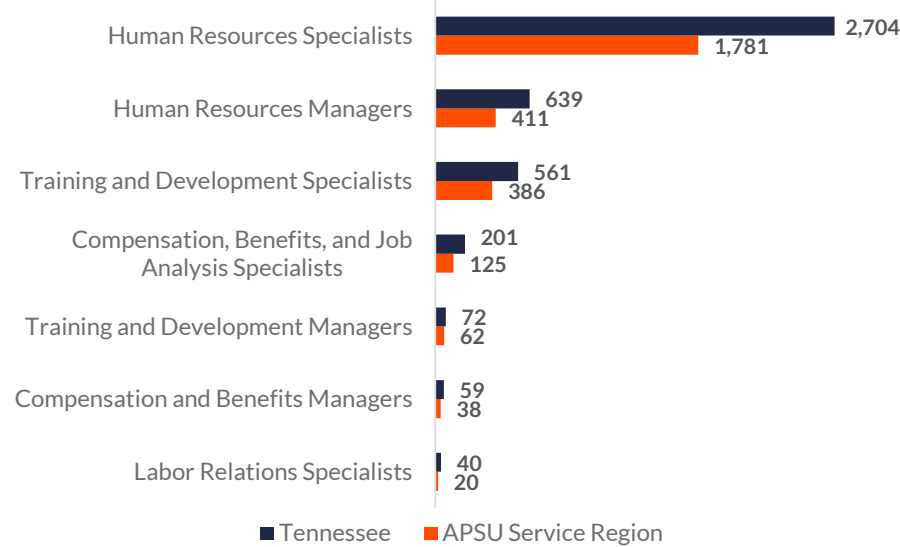
Occupation	Experienced-Level Annual Wage	
	Service Region*	Tennessee
Compensation and Benefits Managers	\$120,500	\$121,900
Compensation, Benefits, and Job Analysis Specialists	\$66,200	\$65,800
Human Resources Managers	\$114,500	\$116,200
Human Resources Specialists	\$69,000	\$68,400
Labor Relations Specialists	\$72,300	\$68,900
Training and Development Managers	\$118,800	\$121,000
Training and Development Specialists	\$64,800	\$69,700

\*Region is within ~100-mile radius of Clarksville, TN  
Source: [JobsEQ](#)

# REAL-TIME JOB POSTINGS INTELLIGENCE

## TOP HR-RELATED OCCUPATIONS

State and APSU service region\* HR-related positions by job title.



## TOP SKILLS AND LOCATIONS

### TOP HARD SKILLS

- Oracle HRIS
- Teaching/Training, Job
- Change Management
- Talent Management
- Performance Management
- The Family and Medical Leave Act
- Oracle People Soft
- Benefits Administration
- Spanish

### TOP LOCATIONS

- Nashville, TN
- Brentwood, TN
- Evansville, IN
- Clarksville, TN
- Murfreesboro, TN
- Franklin, TN
- Fort Knox, KY
- Fort Campbell, KY
- Jackson, TN

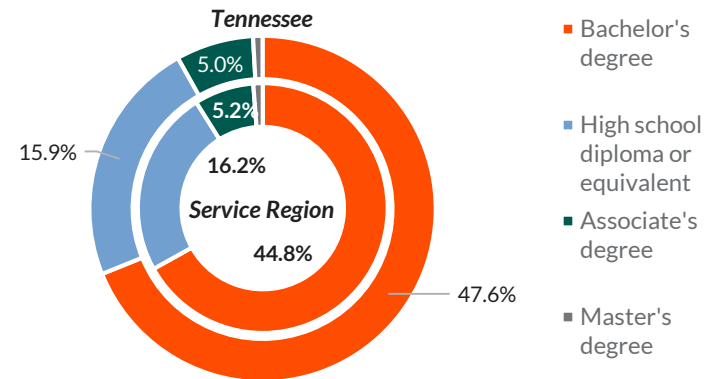
\*Region is within ~100-mile radius of Clarksville, TN

**Note:** For this analysis, Hanover retrieved job postings data for HR-related positions within ~100-mile radius of Clarksville, TN from [JobsEQ](#), a proprietary database providing real-time job postings aggregated from thousands of websites. All data reflect the 180-day period as of December 2020.

## ANALYSIS

The state and regional employment outlook for HR-related professionals is positive.

*Human Resources Specialists* can typically expect the highest volume of job listings in Tennessee and the APSU service region. At both selected geographic levels, between 45.0 percent and 48.0 percent of employers prefer or require candidates with a bachelor's degree, while fewer than 1.0 percent seek master's degree holders.



Between 31.0 percent (Tennessee) and 33.0 percent (Service Region) have not specified education attainment requirements.

## TOP EMPLOYERS

Service Region	Tennessee
<ul style="list-style-type: none"> <li>• Change Healthcare (127 ads)</li> <li>• Amazon.com Services LLC (40)</li> <li>• Insight Partners (36)</li> <li>• Aerotek (29)</li> <li>• Bargain Hunt (27)</li> </ul>	<ul style="list-style-type: none"> <li>• Change Healthcare (202 ads)</li> <li>• FedEx (61)</li> <li>• Amazon.com Services LLC (54)</li> <li>• Express Employment Professionals (48)</li> <li>• Aerotek (42)</li> </ul>

# COMPETITOR ANALYSIS

## ANALYSIS

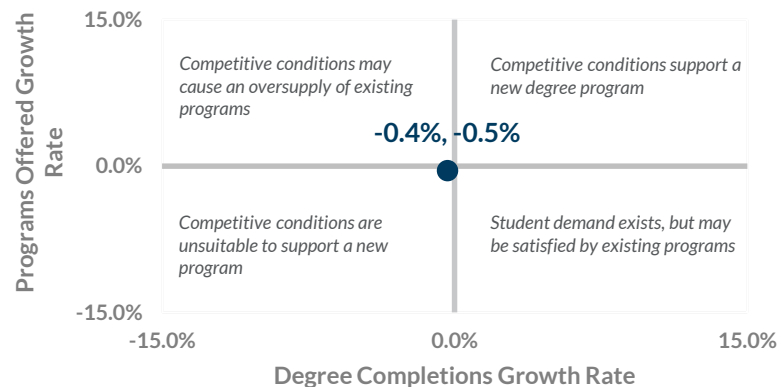
Overall student demand for human resources management-related bachelor's degree programs has declined.

Between 2014 and 2018, the number of bachelor's degree completions related to human resources management declined, in aggregate, at an annualized rate of -0.5 percent in the Southeast region. Over the same period, the number of programs declined annually at a rate of -0.5 percent.

To provide Austin Peay State University (APSU) with an analysis of the competitive landscape, Hanover benchmarked ten bachelor's degree programs in human resources management that are being offered at institutions in Tennessee, Kentucky, and Florida. Details on all programs can be found on pp. [13-14](#).

## REGIONAL MARKET SATURATION

Within the Southeast region, do competitive conditions support an additional bachelor's in human resources management program?



## TEN LARGEST PROGRAMS IN TENNESSEE AND THE SOUTHEAST REGION

TENNESSEE		
52, 1001 Human Resources Management, Personnel Administration, General		
Institution	2018 Degree Completions	Completions Growth Rate
Lipscomb University	39	0.7%
The University of Tennessee-Knoxville	28	0.9%
University of Phoenix-Tennessee	6	-20.5%
Maryville College	5	N/A
Tennessee Wesleyan University	3	-21.7%
<b>Total</b>	<b>81</b>	<b>-2.1%</b>

SOUTHEAST REGION		
52, 1001 Human Resources Management, Personnel Administration, General		
Institution	2018 Degree Completions	Completions Growth Rate
Columbia Southern University	176	6.3%
Rasmussen College-Florida	123	59.5%
Florida International University	115	6.6%
University of North Carolina at Chapel Hill	90	5.4%
Saint Leo University	78	-9.8%
<b>Total</b>	<b>582</b>	<b>7.4%</b>

Source: IPEDS



# PROGRAM TRENDS

## ADMISSION REQUIREMENTS



The benchmarked bachelor's degree programs typically require that first-time students have earned a high school diploma and have completed relevant high school courses (e.g., English, algebra). GPA score and ACT/SAT requirements vary. Tennessee State University grants guaranteed admission for applicants with a GPA of 3.2.

## ACCREDITATION



Nine of ten benchmarked institutions have been accredited by the [Association to Advance Collegiate Schools of Business \(AACSB\)](#). Lipscomb University has been accredited by the [Accreditation Council for Business Schools & Programs \(ACBSP\)](#). The AACSB does not list requirements specific to programs in [human resources management](#) and considers human resources among [traditional business subjects](#).

## UNIQUE EXPERIENCES

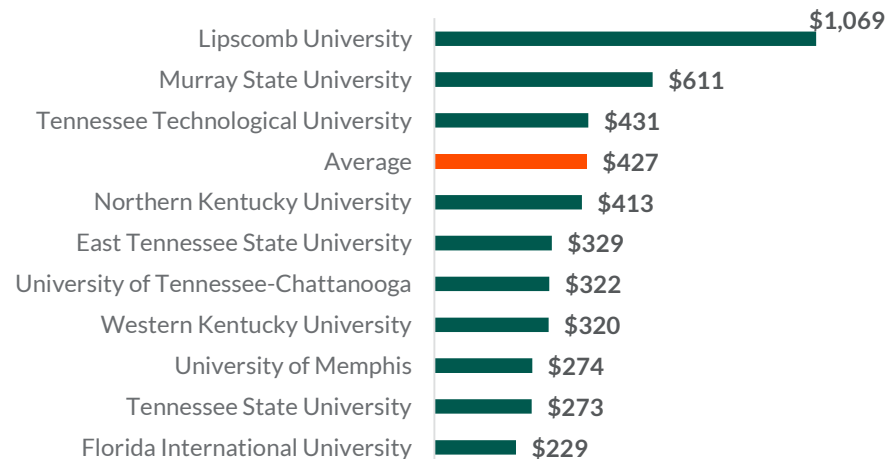


Benchmarked bachelor's degree programs typically offer their students the opportunity to complete an internship and/or to study abroad. Lipscomb University even [requires the completion of an internship](#).

Florida International University organizes [intercollegiate case competitions](#). University of Memphis offers students access to an [SHRM chapter](#) and to the [Memphis Institute of Leadership Education](#).

## PER-CREDIT TUITION

Tuition ranges from \$299 per credit at Florida International University to \$1,069 per credit at Lipscomb University. If the client develops a bachelor's degree program in human resources management, a tuition rate around or lower than \$427 per credit will be competitive on price.



## DELIVERY FORMAT



Two of ten benchmarked bachelor's degree programs offer fully-online delivery formats.



All ten benchmarked bachelor's degree programs offer an on-campus delivery format.

# CURRICULAR TRENDS

## PROGRAM STRUCTURE

The reviewed bachelor's degree programs, regardless of whether they offer human resources management within a BBA program or standalone major, typically require the completion of credits in a business core and of credits in human resources management.

24  
-  
51

Programs are not consistent when it comes to the number of required credits. The programs that require the completion of **business core credits** demand between 24 credits (Florida International University) and 51 credits (University of Memphis).

12  
-  
30

Students who select human resource(s) management as a concentration need to complete between 12 credits (Murray State University) and 30 credits (Tennessee State University).

The courses across all reviewed programs usually address six broad areas pertaining to human resources management:



Management



Law and Policy



Training and Development



Organization / Organizational Behavior



Leadership



Employees / Human Resources

## SHRM HR Curriculum Guidebook



In 2018, the Society for Human Resource Management (SHRM), in collaboration with the AACSB and the American Institutes for Research, published [Guidebook and Templates for Undergraduate and Graduate Programs](#).

### Required content areas for an HR degree program include:

- ❖ Change Management
- ❖ Compensation and Benefits
- ❖ Employee and Labor Relations
- ❖ Employment Law
- ❖ Globalization
- ❖ HR Career Planning
- ❖ HR's Role in Organizations
- ❖ Human Resource Information Systems (HRIS)
- ❖ Job Analysis and Job Design
- ❖ Managing a Diverse Workforce
- ❖ Metrics and Measurement of HR
- ❖ Organizational Development
- ❖ Performance Management
- ❖ Staffing (Recruitment and Selection)
- ❖ Strategic HR
- ❖ Training and Development
- ❖ Workforce Planning and Talent Management
- ❖ Workplace Health, Safety and Security

### The SHRM has further defined eight behavioral competencies:

Business Acumen

Communication

Consultation

Critical Evaluation

Ethical Practice

Global and Cultural Effectiveness

Leadership and Navigation

Relationship Management

# CURRICULAR TRENDS

The number of required credits in human resources (management) varies across the benchmarked programs. Below is an overview of three different programs.

Murray State University	Florida International University	Tennessee State University
<a href="#">Human Resources Track</a> (12 hours)	<a href="#">Human Resource Management</a> (24 credits)	<a href="#">Human Resources Management Concentration</a> (30 credits)
<b><u>Required Courses</u></b>	<b><u>Required Courses</u></b>	<b><u>Required Courses</u></b>
<ul style="list-style-type: none"> <li>• <i>Human Resource Selection</i></li> <li>• <i>Compensation Management</i></li> </ul> <p><u>Choose two from the following:</u></p> <ul style="list-style-type: none"> <li>• <i>Cooperative Education/Internship</i></li> <li>• <i>Training and Development</i></li> <li>• <i>Organization Development</i></li> <li>• <i>Labor-Management Relations</i></li> <li>• <i>Labor Law and Public Policy</i></li> <li>• <i>Introduction to Occupational Safety and Health</i></li> <li>• <i>Safety and Health Program Management and Training</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accounting Information Systems</i></li> <li>OR</li> <li>• <i>Information Systems Management</i></li> <li>• <i>Legal Environment of Business</i></li> <li>OR</li> <li>• <i>Business Law</i></li> <li>• <i>Business Statistics and Analysis II</i></li> <li>OR</li> <li>• <i>Operations Management</i></li> </ul> <p><u>Complete each of the following courses:</u></p> <ul style="list-style-type: none"> <li>• <i>Financial Management</i></li> <li>• <i>Organization and Management</i></li> <li>• <i>Strategic Management</i></li> <li>• <i>Introduction to Marketing</i></li> <li>• <i>Business Statistics and Analysis I</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Quality Management</i></li> <li>• <i>Human Resources Management</i></li> <li>• <i>Organization Behavior</i></li> <li>• <i>Performance and Compensation Administration</i></li> <li>• <i>Recruitment and Selection</i></li> <li>• <i>Training and Development</i></li> <li>• <i>Employment Law and Labor Relations</i></li> <li>• <i>Leadership</i></li> <li>• <i>Strategic HR Management</i></li> <li>• <i>Business Elective</i></li> </ul>

# PROGRAM BENCHMARKING

Benchmarked programs are offered by institutions located in Tennessee and the Southeast region.

Institution	Program	Tuition (In-State)	Delivery Format	Curriculum Structure	Unique Experiences	Accreditation
East Tennessee State University Johnson City, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$329 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• 36 credits major core</li> <li>• 24 credits in HR concentration</li> </ul>	<ul style="list-style-type: none"> <li>• Market career services at College of Business and Technology and availability of ten professional student organizations</li> </ul>	• <a href="#">AACSB</a>
Florida International University Miami, FL	<a href="#">BBA, Human Resource Management</a>	\$229 per credit	<ul style="list-style-type: none"> <li>• On-campus</li> <li>• Online</li> </ul>	<ul style="list-style-type: none"> <li>• 18 credits common prerequisites</li> <li>• 3 credits, Microcomputer Applications for Business</li> <li>• <a href="#">24 business core credits</a></li> <li>• Program website lists <a href="#">multiple HR courses</a></li> </ul>	<ul style="list-style-type: none"> <li>• Study abroad opportunities, <a href="#">career services</a>, <a href="#">intercollegiate case competitions</a></li> </ul>	• <a href="#">AACSB</a>
Lipscomb University Nashville, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$1,069 per credit^	<ul style="list-style-type: none"> <li>• On-campus</li> <li>• Online and evening options</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">49 credits in business core</a></li> <li>• 3 credits international course</li> <li>• 21 additional credits</li> </ul>	<ul style="list-style-type: none"> <li>• Internship in Management <a href="#">required</a></li> <li>• Internship and study abroad opportunities</li> </ul>	• <a href="#">ACBSP</a>
Murray State University Murray, KY	<a href="#">BA/BS, Business, Human Resources Management Track*</a>	\$611 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• 41 credits business core</li> <li>• 12 credits in HR</li> <li>• BS requires 6 electives</li> </ul>	<ul style="list-style-type: none"> <li>• Coop. education / internship, study abroad available</li> </ul>	• <a href="#">AACSB</a>
Northern Kentucky University Highland Heights, KY	<a href="#">BSBA, Human Resource Management</a>	\$413 per credit	• On-campus	<ul style="list-style-type: none"> <li>• 50 credits business</li> <li>• 21 credits HR</li> </ul>	<ul style="list-style-type: none"> <li>• Internship opportunities</li> </ul>	• <a href="#">AACSB</a>

\*Program name inconsistency between website and [bulletin](#); ^Assuming completion of 15 credits per semester.

Source: Institutional Websites (see embedded hyperlinks)



# PROGRAM BENCHMARKING

Benchmarked programs are offered by institutions located in Tennessee and the Southeast region.

Institution	Program	Tuition (In-State)	Delivery Format	Curriculum Structure	Unique Experiences	Accreditation
Tennessee State University Nashville, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$273 per credit	• On-campus	<ul style="list-style-type: none"> <li>• 36 credits business core</li> <li>• 30 credits concentration courses</li> </ul>	<ul style="list-style-type: none"> <li>• Market association with <a href="#">SHRM</a></li> <li>• Highlight faculty quality</li> </ul>	• <a href="#">AACSB</a>
Tennessee Technological University Cookeville, TN	<a href="#">Bachelor, Business Management with concentration in Human Resource Management</a>	\$431 per credit†	• On-campus	<ul style="list-style-type: none"> <li>• <a href="#">41 credits gen. ed.</a></li> <li>• <a href="#">At least 60 credits</a> in business management, accounting, economics, finance</li> </ul>	None listed	• <a href="#">AACSB</a>
University of Memphis Memphis, TN	<a href="#">BBA, with concentration in Human Resources Management</a>	\$274 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• <a href="#">41 credits in gen. ed.</a></li> <li>• <a href="#">51 credits business core</a> +electives</li> <li>• <a href="#">24 hours HR</a></li> </ul>	<ul style="list-style-type: none"> <li>• Memphis Institute for Leadership Education-<a href="#">Leadership Mentoring Program</a></li> <li>• <a href="#">SHRM Student Chapter</a></li> </ul>	• <a href="#">AACSB</a>
University of Tennessee-Chattanooga Chattanooga, TN	<a href="#">BSBA, Human Resource Management</a>	\$322 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• 28-29 credits gen. ed.</li> <li>• <a href="#">88 credits major</a></li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to join <a href="#">student organizations</a></li> </ul>	• <a href="#">AACSB</a>
Western Kentucky University Bowling Green, KY	<a href="#">BS, Management with Human Resource track</a>	\$360 per credit^	• On-campus	<ul style="list-style-type: none"> <li>• <a href="#">73 credits</a> in HR Management concentration</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Center for Entrepreneurship and Innovation</a></li> </ul>	• <a href="#">AACSB</a>

†Based on completion of 12 credits per semester; ^Assuming completion of 15 credits per semester.

Source: Institutional Websites (see embedded hyperlinks)



# PROGRAM BENCHMARKING: ADMISSION REQUIREMENTS

Admission requirements apply to first-time, freshmen students under the age of 21.

Institution	Admission Requirements
<b>East Tennessee State University</b> Johnson City, TN	
<b>Florida International University</b> Miami, OH	
<b>Lipscomb University</b> Nashville, TN	
<b>Murray State University</b> Murray, KY	
<b>Northern Kentucky University</b> Highland Heights, KY	

Institution	Admission Requirements
<b>Tennessee State University</b> Nashville, TN	
<b>Tennessee Technological University</b> Cookeville, TN	
<b>University of Memphis</b> Memphis, TN	
<b>University of Tennessee-Chattanooga</b> Chattanooga, TN	
<b>Western Kentucky University</b> Bowling Green, KY	

Source: Institutional Websites (see embedded hyperlinks)






## CONTACT

**Meredith Fraser, PhD**  
*Content Director, Higher Education*

**E:** [mfraser@hanoverresearch.com](mailto:mfraser@hanoverresearch.com)

**P:** 202.751.2587

 [hanoverresearch.com](http://hanoverresearch.com)



## APSU Mission and Vision Statement

### **Mission Statement**

- Austin Peay State University is a comprehensive university committed to raising the educational attainment of the citizenry, developing programs and services that address regional needs, and providing collaborative opportunities that connect university expertise with private and public resources. Collectively, these endeavors contribute significantly to the intellectual, economic, social, physical, and cultural development of the region. APSU prepares students to be engaged and productive citizens, while recognizing that society and the marketplace require global awareness and continuous learning. This mission will be accomplished by:

- Offering undergraduate, graduate, and student support programs designed to promote critical thinking, communication skills, creativity, and leadership;
- Expanding access opportunities and services to traditional and nontraditional students, including the use of multiple delivery systems, flexible scheduling, and satellite locations;
- Promoting equal access, diversity, an appreciation of all cultures, and respect for all persons;
- Serving the military community at Fort Campbell through complete academic programs;
- Providing academic services that support student persistence to graduation;
- Fostering a positive campus environment that encourages active participation in university life; and
- Developing programs (credit and noncredit), conducting research, and providing services that contribute significantly to the quality of life, learning, and workforce development needs of the region.

### **Vision Statement**

- APSU's vision is to create a collaborative, integrative learning community, instilling in students habits of critical inquiry as they gain knowledge, skills, and values for life and work in a global society.



# Mission, Vision, and Guiding Principles

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The APSU College of Business is a teaching-focused business school committed to student success while serving the Clarksville and Nashville metropolitan areas. We strive to push students beyond the textbook and help them explore their passions, in order to empower our graduates to compete in a global economy.

The College of Business will be recognized as a premier provider of business education.

The College of Business believe in:

- The worth of teaching and the value of experiential and reflective learning.
  - Creating a climate of inclusion that will facilitate access and foster student success.
  - Professional and research activities that inform teaching, engage students, and improve the practice of business.
  - The value of interaction among colleagues, students, and community.
  - Ethical behavior, transparent management, and respect for colleagues and students.
- 
- Learning Opportunities
  - Student Success
  - Human Capital
  - Community Engagement
  - Brand Enhancement

The College of Business has a Mission and Vision that can be accomplished through adherence to the Guiding Principles. Therefore, we opine that the following outcomes can be expected.

The College of Business at APSU expects:

- To develop, produce, and deliver high impact learning experiences.
- To graduate high quality Baccalaureate and Masters degree students prepared to compete in the global economy.
- To provide a portfolio of intellectual contributions focusing on applied and pedagogical research.
- To develop and implement opportunities to form connections with the Clarksville and Nashville metropolitan areas which will provide learning and development experiences for faculty and students of the CoB.
- To enhance and increase our brand awareness.

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## Contact Us

College of Business  
Austin Peay State University

Kimbrough Bldg., Room 203  
P.O. Box 4416  
Clarksville TN 37044  
(931) 221-7674  
Fax (931) 221-7355  
[cob@apsu.edu](mailto:cob@apsu.edu)

## PROPOSED COURSES FOR HRM MAJOR

### REQUIRED

#### **MGT 3110 ORGANIZATIONAL BEHAVIOR AND MANAGEMENT (exists already)**

An analysis of individual, interpersonal, and group behavior within organizations, as well as the interplay of human, technological, structural, cultural, and environmental factors for the purpose of relating them to the practice of management.

**Prereq:** Junior standing and MGT 2010.

**SLOs:** Upon completion of this course, students will be able to:

- Understand and differentiate between the key theories, concepts, and skills related to personal, interpersonal, and team processes.
- Apply the theories, concepts, and skills of organizational behavior to organizational settings.
- Assess their own characteristics as they relate to the key theories, concepts and skills of organizational behavior.
- Develop and enhance skills needed to work in teams.

#### **MGT 3210 HUMAN RESOURCES MANAGEMENT (exists already)**

The staffing function of the organization, including the process and legal issues of recruitment, selection, training, development, compensation, safety, health, performance appraisal, and retention of personnel.

**Prereq:** Junior standing and MGT 2010.

**SLOs:** Upon completion of this course, students will be able to:

- Define human resource management (HRM).
- Describe the functions of HRM.
- Summarize the types of assistance the HR department provides.
- Identify challenges HR managers of today face.
- Outline potential challenges and contributions that an increasingly diverse workforce presents.

#### **MGT 3220 EMPLOYMENT LAW (exists already)**

This course is designed to provide practical information in the area of employment law as it relates to human resources in organizations. To that end, various cases based on actual organizational situations will be examined and the case law utilized to determine actions required of the organization.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Describe the principles of various employment laws applicable to the HR functions in organizations as laid down by legislation and interpreted by the courts.
- Summarize the direction of emerging issues of employment law in the coming decade.
- Identify how various employment laws guide organizations in reducing their exposure to liability.

- Outline permissible activity in organizations and the actions to take when “red flag” behavior is recognized in the organization.

### **MGT 3230 STAFFING ORGANIZATIONS (exists already)**

This course is designed to provide an introduction to the design, execution, and evaluation of HR staffing systems. The main focus of this course is on recommended staffing practices; importantly, this course will also examine the challenges and controversies that accompany these recommendations.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Demonstrate a comprehensive understanding of staffing practices.
- Outline deployment of different practices.
- Articulate benefits and limitations of each practice.
- Identify legal guidelines that govern the practice of staffing and related HR decision-making, policy development, etc.

### **MGT 3240 DIVERSITY IN ORGANIZATIONS**

This course considers issues of human diversity broadly defined to include race, ethnicity, culture, nationality, religion, sexual orientation, gender identity, and ability. This course aids in understanding the complexities of diversity and cultural differences, increasingly important components for success in organizations. It examines the elements of managing and understanding diversity in foreign environments where culture differences are the norm for international business. This course looks at diversity at home and abroad in an attempt to better understand, appreciate and value the variety of differences. Addresses institutional and personal discrimination, stereotyping and prejudice.

**Prereq:** Junior Standing.

**SLOs:** Upon completion of this course, students will be able to:

- Discuss approaches and tools to recruit, engage, and retain a diverse workplace.
- Identify reasons and steps to leverage diversity within an organization.

### **MGT 3245 COMPENSATION AND BENEFITS**

This course is a study of the total reward system. Topics examined include job content and context factors, job evaluation, wage surveys, wage and salary administration, incentives and non-cash benefits, and performance appraisals. Emphasis is on developing and maintain an adequate and equitable compensation system for all employees. This includes benefits such as health benefits, pension plans, and government-required benefits.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Discuss how pay decisions help the organization achieve a competitive advantage.
- Construct a compensation system encompassing the themes of the course, especially: 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.

## **ELECTIVES**

### **MGT 3260 TRAINING AND DEVELOPMENT IN BUSINESS AND INDUSTRY**

This course focuses on corporate training and its application to professional and staff development within business and industry. Course content includes learning styles, theories, and processes with an emphasis on the practical application to corporate training needs. In small groups, students will assess a training need, design/develop a training activity, and then conduct an actual training session.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Identify and plan appropriate training solutions to individual or group performance gaps.
- Understand by what method to conduct training needs analyses, identify gaps, and design training processes to address those gaps.
- Design meaningful training and development processes using adult learning principles.

### **MGT 3270 NEGOTIATING AND CONFLICT RESOLUTION**

This course will enhance individual effectiveness in the workplace through the provision of an advanced understanding of negotiation through the development of specific negotiation skills. Discussions and skill-building exercises in the class are focused broadly and include informal and formal negotiations between multiple departments, and so on. Because effective negotiation is fundamental to an individual's survival and prosperity within an organization, knowledge of negotiating concepts and development of negotiation skills are critical. Conflict resolution will also be covered, including its importance and skills to perform it effectively.

**Prereq:** Junior Standing.

**SLOs:** Upon completion of this course, students will be able to:

- Understand how conflicts and negotiations work from a range of scholarly and practitioner perspectives.
- Apply tested strategies for managing conflict and negotiating productively in public settings.
- Respect and be able to work with diverse people with different conflict/negotiation styles, norms, and contexts.

### **MGT 3280 MANAGING EMPLOYEE PERFORMANCE**

In this course we will discuss the skills and key processes you will need to develop your employees to attain department and organizational goals. These skills will include setting clear expectations, providing positive and corrective feedback, and delivering an effective performance appraisal.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.

- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

### **MGT 3290 INTERNATIONAL HUMAN RESOURCES**

Compares global human resource systems with emphasis on the reasons HR differences exist. The HR functions of selection, training, compensation and performance management are compared in different countries and cultures. Focuses on both expatriate assignment and foreign HR operations.

**Prereq:** MGMT 3210.

**SLOs:** Upon completion of this course, students will be able to:

- Identify and understand issues and practices pertaining to the major HRM functions within the context of a multinational environment.
- Describe cultural differences that impact international HR.
- Evaluate HR “best practices” across cultures.

### **MGT 3295 HUMAN RESOURCE INTERNSHIP**

Designed to provide academic credit for relevant and meaningful experience in preparation for management positions. Weekly updates, term paper, and satisfactory evaluation by employer/supervisor required for credit. Grading on a pass/fail basis.

**Prereq:** MGMT 3210, GPA of 3.0, and permission of Internship Coordinator

**SLOs:** Upon completion of this course, students will be able to:

- Relate challenges experienced in a workplace environment to HR theory and practice.
- Evaluate workplace opportunities, using critical thinking and problem-solving skills to take advantage of them.
- Relate academic concepts to the workplace.



**Notes:**



**(1) Provide the funding source(s) for the new or renovated space.**

N/A

**(2) In what year is tuition and fee revenue expected to be generated? Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program. Explain any differential fees.**

Tuition and fees are based on students taking an average of 24 credit hours per year, and include undergraduate in-state tuition, program service fees, and the business course fee.

Tuition is assumed to appreciate by 2% each year.

Program enrollment is expected to grow to 50 students by year 4.

**(3) Identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.**

This program will require zero new faculty, and will utilize three existing faculty supporting the BBA Management and MS Management programs.

Approximately, an average of 50% of their teaching supporting this program. Therefore, 50% of the faculty salaries have been allocated to this program.

All program faculty will be within the Department of Management and Marketing, and any institutional reallocation will occur within that department.

**(4) Provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.**

N/A

**(5) Provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).**

N/A

**(6) Provide information regarding other sources of the funding.**

N/A

Implementation Timeline for BBA Human Resource Management

Date	THEC Approval Process	APSU Board of Trustees' Approval	SACSCOC Approval	APSU preparation for BBA Human Resource Management
March 2022		APSU Board of Trustees reviews and supports the Letter of Notification		
March 2022	Submission of the Letter of Notification to THEC and the 30 day open review process begins			
April 2022	THEC responds to LON process and requests additional information in a response document			
May 2022	THEC responds to the LON and response document granting permission to move forward with the New Academic Program Proposal (NAPP)			APSU prepares the response to THEC feedback regarding the submitted LON
June 2022				APSU begins working on the New Academic Program Proposal (NAPP)
August 2022				Department of Management and Marketing reviews and approves the NAPP

				College of Business Curriculum Committee reviews and approves the NAPP
September 2022				<p>APSU University Curriculum Committee reviews and approves the NAPP</p> <p>APSU President reviews and approves the NAPP</p>
September 2022	APSU submits the NAPP to THEC for review			
November 2022	External review visit; External Reviewers' report due in 30 days			
December 2022/January 2023	APSU responds to External Reviewers' report			
February 2023	THEC makes post-external judgment on APSU's response			
March 2023		APSU Board of Trustees reviews and approves the NAPP		
May 2023	THEC Commission reviews and approves the NAPP			
August 2023				APSU enrolls first group of students for a Fall 2023 launch



March 23, 2022

Office of the President

Dr. Emily House, Executive Director  
Tennessee Higher Education Commission  
312 Rosa Parks Ave., 9<sup>th</sup> Floor  
Nashville, TN 37243

Dear Executive Director House,

On behalf of Austin Peay State University, I respectfully submit the Letter of Notification (LON) for the Bachelor of Business Administration (BBA) in Human Resource Management for your review. Provost Cronley notified the Austin Peay State University Board of Trustees about the intended development of the proposed program at the Academic Affairs Board Committee and the full Board at its meeting on March 18, 2022. The Board was also provided a written overview of the program and a summary of the program development plans.

As we strive to create undergraduate programs that meet current and projected market demands, the BBA Human Resource Management is a desirable program based on results of the Hanover Research feasibility study and student interest.

I am committed to supporting the program, which provides a critical avenue to address regional needs. Please hesitate to contact me if you need any additional information. I would appreciate your support of APSU's plans to develop the BBA Human Resource Management program.

Sincerely,

Michael Licari  
President

Cc: Dr. Maria Cronley, Provost and Senior Vice President for Academic Affairs  
Dr. Tucker Brown, Interim Senior Vice Provost and Associate Vice President for Academic Affairs