

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET

See Course and Program Development Policy and Procedures for Instructions

SCHOOL: LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	Contact Name: Ven Sriram	Phone: x5081
DEPARTMENT / DIVISION: UB/Towson MBA		
SHORT DESCRIPTION OF PROPOSAL (state name of action item 1-20 and course name, code & number / program affected):		
10. Change in MBA program requirements		
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2009		

Box 1: TYPE OF ACTION	ADD(NEW) <input type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input type="checkbox"/>	OTHER <input checked="" type="checkbox"/>
Box 2: LEVEL OF ACTION	Non-Credit <input type="checkbox"/>	Undergraduate <input type="checkbox"/>	Graduate <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>

Box 3: ACTION ITEM (check appropriate boxes)		DOCUMENTS REQUIRED (see box 4 below)	IMPACT REVIEWS (see box 5 on back)	APPROVAL SEQUENCE (see box 6 on back)
	1. Experimental Course ¹	NOP	a, c, e	AC
	2. Course Title	NO		ABCD
	3. Course Credits	NO		ABCD
	4. Course Number	NO		ABCD
	5. Course Level	NO		ABCD
	6. Pre & Co-Requisite	NO		ABCD
	7. Course Description	NOP		ABCDEF
	8. New Course	NOP		ABCDEF
	9. Deactivate a Course	NO		ABCDEF
<input checked="" type="checkbox"/>	10. Program Requirements	NO	b, c, d, e	ABCDEF
	11a. UG Specialization (24 credits or less)	NO	a, b, c, d, e	ABCDEF
	11b. Masters Specialization (12 credits or less)	NO	a, b, c, d, e	ABCDEF
	11c. Doctoral Specialization (18 credits or less)	NO	a, b, e	ABCDEF
	12. Closed Site Program	NOT	e	ABCDHIK
	13. Program Suspension ⁹	NO,5	a, e	ABCDEGIK
	14a. Certificate Program (ug/g) exclusively within existing degree program	NO	a, c, e	ABCDEFHIK
	14b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	NOQR, 6	a, c, e	ABCDEFHJL
	15. Off-Campus Delivery of Existing Program	NO, 4	a, b, c, e	ABCDHIL
	16a. UG Concentration (exceeds 24 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
	16b. Masters Concentration (exceeds 12 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
	16c. Doctoral Concentration (exceeds 18 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
	17. Program Title Change	NO, 5	a, c, d, e	ABCDEFHJL
	18. Program Termination	NO, 10	d, e	ABCDEFHJK
	19. New Degree Program	NOQR, 3,8	a, c, d, e	ABCDEFHJL
<input checked="" type="checkbox"/>	20. Other	Varies	Varies	Varies

Box 4: DOCUMENTATION (check boxes of documents included)			
<input checked="" type="checkbox"/>	N. This Cover Sheet	<input type="checkbox"/>	Q. Full 5-page MHEC Proposal
<input checked="" type="checkbox"/>	O. Summary Proposal	<input type="checkbox"/>	R. Financial Tables (MHEC)
<input type="checkbox"/>	P. Course Definition Document	<input type="checkbox"/>	S. Contract
<input type="checkbox"/>		<input type="checkbox"/>	T. Other

- Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.
- Codes: a) Library Services (Langsdale or Law) b) Office of Technology Services c) University Relations d) Admissions
- Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.
- One-page letter to include: Program title & degree/certificate to be awarded; resources requirements; need and demand; similar programs; method of instruction; and oversight and student services (MHEC requirement)
- One-page letter with description and rationale (MHEC requirement)
- One or two-page document that describes: centrality to mission; market demand; curriculum design; adequacy of faculty resources; and assurance program will be supported with existing resources. (MHEC requirement)
- Learning objectives, assessment strategies; fit with UB strategic plan
- Joint Degree Program or Primary Degree Programs require submission of MOU w/ program proposal. (MHEC requirement)
- Temporary suspension of program to examine future direction; time not to exceed two years. No new students admitted during suspension, but currently enrolled students must be given opportunity to satisfy degree requirements.

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET (Page 2 of 2)

SCHOOL: LAW <input type="checkbox"/> MSB X YGCLA <input type="checkbox"/>
SHORT DESCRIPTION OF PROPOSAL (state name of action item 1-20 and course name, code & number / program affected):
10. Change in MBA program requirements

10. Provide:
- a. evidence that the action is consistent with UB mission and can be implemented within the existing program resources of the institution.
 - b. proposed date after which no new students will be admitted into the program;
 - c. accommodation of currently enrolled students in the realization of their degree objectives;
 - d. treatment of all tenured and non-tenured faculty and other staff in the affected program;
 - e. reallocation of funds from the budget of the affected program; and
 - f. existence at other state public institutions of programs to which to redirect students who might have enrolled in the program proposed for abolition.
11. University Council review (for a recommendation to the President or back to the Provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.

Box 5: IMPACT REVIEW	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee: 	1/29/09
b. OTS <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee: 	1/29/09
c. University Relations <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: 	1.29.09
d. Admissions <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: 	1/29/09
e. Records <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Registrar or designee: 	2/12/09

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair:	
B. Final faculty review body within each School	Chair:	1/30/09
C. College Dean	Dean:	1/30/09
D. Provost and Senior Vice President for Academic Affairs	Provost:	2/26/09
E. Curriculum Review Committee (UFS subcommittee)	Chair:	3-11-09
F. University Faculty Senate (UFS option)	Chair:	
G. University Council (see # 11 above)	Chair:	
H. President	President:	
I. Board of Regents – notification only		
J. Board of Regents – approval		
K. MHEC – notification only		
L. MHEC – approval		
M. Middle States Association notification	Required only if the mission of the University is changed by the action	

Impact Statement From the Office of University Relations

These changes could potentially affect the undergraduate and graduate catalogs—which the Office of University Relations currently manages and produces—as well as other recruitment publications that contain this type of specific academic material. The timing of the final approval for these changes will be a determining factor in our ability to incorporate the new information in a timely fashion in any related materials that are on our production schedule.

From: Wendy Bolyard
Sent: Wednesday, February 11, 2009 4:38 PM
To: Marilyn Oblak; Richard Morrell
Cc: Ven Sriram; Starrla Levine
Subject: RE: Impact Statement for changes to MBA program

Impact Statement:

Additional credit hours could be a barrier to recruitment.

Thank you,
Wendy

Wendy L. Bolyard, Ph.D.
Executive Director, Offices of Admission
University of Baltimore, AC 110
1420 N. Charles St.
Baltimore, MD 21201
P: 410.837.6565 F: 410.837.4793
www.ubalt.edu

From: Marilyn Oblak
Sent: Wednesday, February 11, 2009 11:42 AM
To: Richard Morrell; Wendy Bolyard
Cc: Ven Sriram; Starrla Levine
Subject: Impact Statement for

Richard and Wendy,

The attached proposed Change in MBA core requirements has been approved by the UB/Towson joint graduate curriculum committee and the MSB Faculty Senate. Towson is taking to their Graduate Curriculum review committee this Friday and we need to take to CRC for final University curriculum review. I would like to have all paperwork to Starr by Friday so she can post documents for CRC review.

In the proposed new program (see attached for summary):

- many revisions to course titles, prereqs, and descriptions
- A new required course in project management has been added (MGMT 660) to the core. This will increase the credit hours to complete the program by three credit hours.

DOCUMENT O: SUMMARY PROPOSAL

See Course and Program Development Policy and Procedures for Instructions

SCHOOL: LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	Contact Name: Ven Sriram	Phone: x5081
DEPARTMENT / DIVISION: <i>Merrick School of Business (MBA program)</i>		
SHORT DESCRIPTION OF PROPOSAL (state action item 1-23 and course name & number or program affected):		
10. Change in MBA program requirements		
PROPOSED SEMESTER OF IMPLEMENTATION:	Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/>	Year: 2009

O-1: Briefly describe what is being requested:

The MBA program will require the completion of fundamental courses (18 credits), integrated core courses (24 courses) and electives (12 credits) as indicated below.

Fundamental Courses (18 credit hours)

1. **ACCT 504: Introduction to Accounting.** (no change)
2. **ECON 504: Economics.** (no change)
3. **OPRE 504: Data Analysis and Decisions.** Statistical data analysis for managerial decision making. Includes an examination of summary measures, probability, random variables and their distributions. Presents estimation and hypothesis testing, correlation and regression analysis and ANOVA, and their applications to business problems. Prerequisite: Graduate standing. [new name, the first sentence in the description is new]
4. **MKTG 504: Marketing Management.** (no change)
5. **MGMT 506: Operations and Supply Chain Management.** Management of the processes involved in creating and distributing products and services. Topics include strategic choice of technology, design of products/service and processes, location of facilities, project management, operations planning and control, supply chain management, total quality management, benchmarking and performance measurement. Prerequisite: ACCT 504, OPRE 504. [Prerequisites changed; title changed from Operations Management; first sentence changed from "Management of the design and creation of products/services that can be sold at competitive prices."]
6. **FIN 504: Financial Management.** Basic concepts of financial management and application in maximizing the value of a corporate entity. Concepts include financial statement analysis, financial statement forecasting and planning, time value of money, financial markets and interest rate determination, security pricing, the cost of capital, valuation, and corporate financial acquisition and distribution policy. Prerequisites: ACCT 504, OPRE 504. [Prerequisites changed to remove ECON 504].

Integrated Core Courses (24 credit hours)

1. **ACCT 640: Accounting for Managerial Decisions.** (no change)
2. **FIN 640: Financial Analysis.** (no change)
3. **INSS 640: Information Technology for Business Transformation.** More than ever, organizations in the US must be responsive to change in order to thrive, or even survive. This course provides a perspective on the strategic power of information systems and technology to enhance business intelligence, create value, and radically transform businesses or entire industries. The key enabling role of information in networked organizations with critical linkages among partners, suppliers, distributors, and customers is explored. Key technologies and applications including business intelligence, data mining, business process redesign, and enterprise systems are covered. Issues such as data quality, aligning IT and business strategy, infrastructure reliability and security, the ethical usage of IT, sustainability and global sourcing are also discussed. Prerequisites: completion of at least four of the fundamental courses, computer literacy, and word processing and spreadsheet competencies. [new title and description]
4. **MGMT 600: Leading and Managing People.** Designed to be the first course taken in the integrated core of the MBA, the focus of this course is to explore the challenges and opportunities facing leaders and managers in a complex and diverse workplace. The course will help develop key competencies in areas such as: managing human resources; working with individuals and groups inside or outside the organization; leading and managing change; and learning to lead. [new title and description]

5. **MKTG 640: Strategic Marketing in a Global Economy.** Explores the role of marketing in creating value for the firm and its stakeholders and examines market strategy in the context of intensifying global competition and a dynamic external environment. Using analytical tools for decisions making, students evaluate, formulate and implement marketing strategy. Topics include the fundamentals of strategy; target marketing and brand management, value innovation and new product development; and market strategies in domestic and global environments. Students will perform case analyses to apply marketing concepts to specific marketing situations. Prerequisite: MKTG 504 or area approval. [New title; minor changes in course description]
6. **MGMT 700: Strategic Management in a Global Environment.** This course is the capstone course in the MBA program. In this course students assume the perspective of general managers facing decisions of strategic importance to their organizations. The critical functions of goal setting, strategy formulation, implementation and control processes are emphasized. The course encourages creative problem solving and analytical skills necessary to assess the global environment, industry-level factors, competitive behavior and the firms' internal resources. Students learn the importance of building and sustaining competitive advantage within an industry. Important dynamics of strategic innovation and renewal within evolving organizations are stressed. Cases are drawn from a broad range of industries and industry research projects are emphasized. Prerequisite: prior or concurrent enrollment in the following courses— MGMT 600, INSS 640, FIN 640, ACCT 640, ECON 640 and MKTG 640. [New title and MGMT 600 added as a prerequisite]
7. **ECON 640: Economics, Public Policy, and Corporate Social Responsibility.** This course applies economic theories, concepts, and analytical tools to the issues of public policy, corporate social responsibility, ethics, and sustainability. Applications focus on need for and means of providing environmental protection, healthcare, education, and regulation of marketplace behavior. Prerequisite: ECON 504 [New title and course description]
8. **MGMT 660: Project Management.** To more effectively respond to the fast changing economic environment and market conditions, managers are increasingly utilizing the project management approach. This course will introduce students to the behavioral and technical aspects of managing projects. Challenges of planning, monitoring and controlling complex projects to achieve the desired cost, quality and performance objectives will be discussed. Topics covered will also include cross-functional project teams, project integration, time management, time-cost trade-offs in project completion, procurement management and communications management. Prerequisite: MGMT 506 [New course]

Electives (12 credit hours)

For new courses or changes in existing courses (needed by Registrar)

OLD Title:	Course # / HEGIS Code:	Credits:
NEW Title:	Course # / HEGIS Code:	Credits:

O-2: Set forth the rationale for the proposal:

Over the past year, the Merrick School of Business, in partnership with Towson College of Business and Economics, has been engaged in a review of its shared MBA curriculum. The Joint UB/Towson MBA Curriculum Committee, composed of faculty members from various departments from both Universities, was charged with reviewing the curriculum and making the recommendations necessary to ensure quality, currency and relevance to constituents.

Based on this review, the Joint UB/Towson Curriculum Committee recommended that the UB/Towson MBA Program require the completion of:

- Six fundamental courses (18 credits) that will ground students who enter the program without equivalent undergraduate education with the required skills and knowledge to begin the MBA core;
- Eight integrated core courses (24 credits) that will develop the leadership, financial analysis, process management and strategic skills necessary for graduates to run successful organizations in a global environment.
- Four electives (12 credits) from a wide range of business disciplines that will allow them to develop an area of expertise or deepen aspects of their general knowledge

This recommendation carries the major structural change of increasing the number of credits required to 54 (36 for students entering with undergraduate education in business) from 51 (33). Based on a benchmarking study, the new number of credit hours required by the UB/Towson program will be in line with evening MBA programs at top public universities and with local programs.

Administrators at both Universities believe that any potential negative impact in enrollment caused by increasing the number of required classes by one will be more than offset by the enhancement of quality gained by responding to market needs. Moreover, qualitative research conducted with constituents was consistent with the idea that students entering the program and employers hiring from the program prefer a program that includes all the proposed areas over one that is stripped down.