

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET

Instruction: See Course and Program Development Policy and Procedures

SHORT TITLE OF PROPOSAL: Add Leading With Integrity to MBA degree program COURSE # MGMT 600

Box 1: TYPE OF ACTION	ADD(NEW) <input checked="" type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input type="checkbox"/>	OTHER <input 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: ITEM OF ACTION (check appropriate boxes)		APPROVAL SEQUENCE (see box 4 below)	DOCUMENTS REQUIRED (see box 5 on back)	INFO COPIES (see 2 on back)
<input type="checkbox"/>	1 Experimental Course ¹	AC	NOP	
<input type="checkbox"/>	2 Course Title	ABCD	NO	
<input type="checkbox"/>	3 Course Credits	ABCD	NO	
<input type="checkbox"/>	4 Course Number	ABCD	NO	
<input type="checkbox"/>	5 Course Level	ABCD	NO	
<input type="checkbox"/>	6 Deactivate a Course	ABCDEF	NO	a, b
<input type="checkbox"/>	7 Pre & Co-Requisite	ABCD	NO	a, b
<input type="checkbox"/>	8 Course Content	ABCD	NOP	a, b
<input checked="" type="checkbox"/>	9 New Course	ABCDEF	NOPQ	a, b
<input type="checkbox"/>	10a Certificate Program (ug/g) exclusively within existing degree program	ABCDEFHJL	NOQ	a, b, d
<input type="checkbox"/>	10b Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	ABCDEFHIK	NOSR, 6	a, b, d
<input type="checkbox"/>	11a UG Concentration (exceeds 24 credit hours)	ABCDEFGHIK	NO, 5	a, b, d
<input type="checkbox"/>	11b Masters Concentration (exceeds 12 credit hours)	ABCDEFGHIK	NO, 5	a, b, d
<input type="checkbox"/>	11c Doctoral Concentration (exceeds 18 credit hours)	ABCDEFGHIK	NO, 5	a, b, d
<input type="checkbox"/>	12 Program Requirements	ABCDEF	NO	a, b, d
<input type="checkbox"/>	13 Program Title	ABCDEFGHIK	NO, 5	a, b, c, d
<input type="checkbox"/>	14 Off-Campus Deliver of Existing Program	ABCDEFHJK	NO, 4	a, b, c, d
<input type="checkbox"/>	15 Closed Site Program	ABCDJL	NOT	a, b
<input type="checkbox"/>	16 Program Suspension ⁹	ABCDEGJL	NOQ	a, b, c, d
<input type="checkbox"/>	17 Program Termination	ABCDEFHJL	NO, 10	a, b, c, d
<input type="checkbox"/>	18 Degree Program	ABCDEFGHIK	NOQRS, 3,8	a, b, c, d
<input type="checkbox"/>	19 New Center	ABCDEFGH		
<input type="checkbox"/>	20 Other	Varies	Varies	Varies

Box 4: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A Department	Chair: <i>Susan Zaew</i>	12-12-05
B Final faculty review body within each school	Chair: <i>Jon R. Thom</i>	12/14/05
C College Dean	Dean: <i>Ayne McCarthey</i>	12/16/05
D Provost and Senior Vice President for Academic Affairs	Provost: <i>[Signature]</i>	1/3/06
E Curriculum Review Committee (UFS subcommittee)	Chair: <i>Margulide Galligan</i>	1/10/06
F University Faculty Senate	Chair: <i>N/A</i>	
G University Council ¹¹	Chair:	
H President	President::	
I Board of Regents – approval		
J Board of Regents – notification only		
K MHEC – approval		
L MHEC – notification only		
M Middle States Association notification	Required only if the mission of the University is changed by the action	

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

1. Approval automatically lapses after two offerings unless permanently approved by Action 9
2. Codes: a) Director of Library Services (Langsdale or Law) b) College Dean c) Planning Office d) EMSA
3. 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.
4. 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 *
5. One-page letter with description and rationale *
6. 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. *
7. Learning objectives, assessment strategies; fit with UB strategic plan
8. Joint Degree Program or Primary Degree Programs require submission of MOU w/ program proposal
9. 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.
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.

* Required by MHEC

DOCUMENT O – SUMMARY PROPOSAL

College: <i>MSB</i>	Department: <i>Management and Marketing</i>	Cost Code:
Contact Person: <i>Dr. Susan Zaew</i>	Phone: <i>X4977</i>	Effective Semester: <i>Fall 2006</i>

O-1: Briefly describe what is requested:
New Course^{to be} added to MBA core requirements.

For new courses or changes in existing courses (needed by Registrar):		
New Title: <i>Leading With Integrity</i>	Title #: <i>MANM 600</i>	Credits: <i>3</i>
Course Abbreviation: <i>Leading or LWI</i>		
Old Title: <i>N/A</i>	Title #: <i>N/A</i>	Credits: <i>N/A</i>

O-2: Set forth the rationale for the proposal:
Please see separate document.

O-3 Resources Needed:
no additional resources needed

	Personnel	Equipment	Expendables	Facility Costs	TOTAL COSTS
Start-up First Year					
Annual Thereafter					

Indicate probable source of additional funds, if needed:

O-4 Impact including OTS and Library resources (Complete a or b)

a) Impact was reviewed. All impacted units were contacted and understandings worked out. No unit objects to the proposal as currently submitted. The units contacted were:

Susan Zaew

 Department Chair Signature

12-8-05

 Date

b) Impact was reviewed. All objections were worked out except those documented in attachments. Units contacted were:

 Department Chair Signature

 Date

MGMT 600 LEADING WITH INTEGRITY

Rationale:

A revision of the MBA curriculum is proposed in which MGMT 504, Organizational Behavior and Human Resource Management will no longer be listed as a graduate preparatory course. Instead, a new course will be created covering some of the same material along with leadership and ethics. This course will be at the 600 level and will be an additional required MBA course. This change has several elements that will be discussed below. The overall effect of the change is enhancement to the quality of our current MBA program and therefore to the preparation of our graduates for their professional careers.

Elevation of course to 600 level: MGMT 504 currently covers the topics of human resource management and organizational behavior. Because it is a preparatory course, it can be waived for students who have taken both undergraduate courses (HR and OB) or for students who pass the waiver exam. Since students may have taken the courses some time ago or may pass the waiver exam with strong knowledge in one area and weaker knowledge in the other area, students may advance to the MBA core 600 level courses with variable knowledge bases. MGMT 504, as it is currently taught, provides a solid grounding in OB and HR, but those topics are no longer sufficient to provide the “people skills” required by today’s employers.

Change in course content: MGMT 600 would provide grounding in leadership, ethics, HR, and OB. Since the course would be part of the MBA core, it would not be waivable and therefore students would gain a common understanding of the “soft” skills that are in demand in the marketplace. A review of the extant business literature identifies a strong demand for a leadership focus in graduate business education. Recent articles in Business Week, U.S. News & World Report, and the Wall Street Journal have discussed the results of research which clearly indicate executives’ desire to see MBAs better educated and trained in what has traditionally been defined as soft, or non-technical, skills. Specifically, executives want to see greater emphasis on leadership, communication, critical thinking skills and ethical reasoning. In addition, AACSB and related conferences on graduate curricula focus heavily on the teaching of leadership and ethics in MBA programs. The addition of MGMT 600 is in line with what industry is telling business schools it needs and enables the UB MBA program to be a contemporary among our peer group. A review of competitor programs shows that our existing MBA curriculum has a significant gap in this area, which will be closed with the addition of MGMT 600.

While the addition of MGMT 600 increases the length of the MBA program by three credit hours, our total program length is still shorter than that of our local competitors. The UB MBA will increase to 51 credit hours, compared to 53 at Loyola and 54 at JHU.

Date Prepared: 12/6/05

Prepared By: Susan Zacur in consultation with Regina Bento, Ed Kemery, and Richard Trotter. Alan Randolph is on sabbatical but has seen materials by e-mail.

Department: Management & Marketing
Course Number: MGMT 600

Course Title: Leading with Integrity

Credit Hours: 3

Prerequisites: None

Approximate Class Size: 35

Catalog Description:

All managers perform leading roles in some areas of responsibility. Leadership requires setting objectives, planning, influencing and motivating others, and managing for results. These activities take place within a human resource context that is regulated by laws and influenced by best practices. Effective leadership requires an understanding of the regulatory environment, grounding in ethics at the individual and organizational level, and an appreciation for the insights derived from the field of organizational behavior. This course provides an overview of vitally important disciplines, concepts, and practices that are essential to leadership and managerial effectiveness.

Learning Goals: Upon completion of this course, students will be able to:

1. Explain the challenges of leading within a dynamic, complex global work environment with particular attention to legal requirements and ethical issues.
2. Identify individual personality traits and aspects of emotional intelligence for organizational members in order to enhance understanding and develop effective communication.
3. Utilize rewards, appraisals, effective feedback, and goal setting to enhance organizational performance management and evaluation systems.

4. Demonstrate techniques of effective leadership and followership so that positive outcomes are achieved through the effective use of power bases and organizational politics.
5. Develop team performance through the application of team dynamics principles.
6. Practice conflict management and negotiation strategies to enhance outcomes and promote innovation in organizations.
7. Manage the issues and challenges that leaders face in communicating in a fast paced, diverse, legally complex and technology rich environment.
8. Analyze the culture of an organization, manage personnel selection, and effectively lead organizational change so that new demands are effectively addressed by the organization.

Texts: All are Required

Leading with Integrity: Character-Based Leadership by Kolp and Rea, Atomic Dog Publishing, 2006

Organizational Behavior: Emerging Realities for Workplace Revolution, 3rd ed., by McShane and Von Glinow Irwin/McGraw-Hill, 2005

HRM: An Experiential Approach, 3rd ed. by Bernardin, Irwin/McGraw-Hill, 2003 (4th ed. expected for Spring 2006 with 2007 copyright)

Content Outline

The Nature and Development of Leadership
 Leadership and Followership
 Character and Individual Ethics
 Individual Differences and Diversity
 Perception and Learning in a Cross Cultural World
 Motivating and Managing Human Resources
 Selection and Development of Human Resources
 Legal Aspects of Managing Others
 Communication Issues in a High Tech World
 Power and Organizational Politics
 Team Building Skills
 Intergroup Conflict and Negotiation
 Leading and Managing Change
 Leadership and Corporate Responsibility

Assessment Strategies

Assessment strategies for each of the learning goals listed above will include an in class evaluation and a writing assignment in the journal that will be required of each student as a semester project. In class assessments are as follows:

1. Explaining challenges of leading: essay exam question
2. Personality and emotional intelligence: case analysis assignment
3. Performance enhancement and evaluation: simulation or case assignment
4. Effective leadership techniques: role play
5. Team management: simulation exercise
6. Negotiation skills: simulation and role play
7. Communication skills: in-basket exercise and oral presentation
8. Succession planning: case exercise

University of Baltimore
Merrick School of Business
MGMT 600 Leading with Integrity

Dr. Susan Zacur, Professor of Management
Office Location: BC559
Phone: 410-837-4977
E-mail: szacur@ubalt.edu

Required Texts

Leading with Integrity: Character-Based Leadership by Kolp and Rea, Atomic Dog Publishing, 2006 (L)

Organizational Behavior: Emerging Realities for Workplace Revolution, 3rd ed., by McShane and Von Glinow Irwin/McGraw-Hill, 2005 (O)

HRM: An Experiential Approach, 3rd ed. by Bernardin, Irwin/McGraw-Hill, 2003 (4th ed. expected for Spring 2006 with 2007 copyright) (H)

Catalog Description

All managers perform leading roles in some areas of responsibility. Leadership requires setting objectives, planning, influencing and motivating others, and managing for results. These activities take place within a human resource context that is regulated by laws and influenced by best practices. Effective leadership requires an understanding of the regulatory environment, grounding in ethics at the individual and organizational level, and an appreciation for the insights derived from the field of organizational behavior. This course provides an overview of vitally important disciplines, concepts, and practices that are essential to leadership and managerial effectiveness.

Learning Methods and In-Class Activities

During class meetings, we will discuss reading assignments, work on exercises, and analyze cases in teams that may vary in composition over time. Since teamwork is an integral component of management today, team members will be expected to develop their own code of ethics and behavioral expectations. Peer evaluation will be solicited. Teams may fire a member for nonperformance after consulting with the professor.

Policies

Student must adhere to the academic integrity policy of the University of Baltimore located at [http://www.ubalt.edu/student affairs/handbook/academic_integrity.html](http://www.ubalt.edu/student%20affairs/handbook/academic_integrity.html)

Attendance is required for each class meeting. Absences should be cleared with the professor and team members ahead of time.

Course Requirements and Evaluation

Please see the course calendar for reading and in class assignments. Additional work may also be assigned.

The final grade will be computed as follows:

Class assignments and participation 30%

Mid-term and final exam 30%

Semester journal assignment 40%

Learning Goals

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

1. Explain the challenges of leading within a dynamic, complex global work environment with particular attention to legal requirements and ethical issues.
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3. Utilize rewards, appraisals, effective feedback, and goal setting to enhance organizational performance management and evaluation systems.
4. Demonstrate techniques of effective leadership and followership so that positive outcomes are achieved through the effective use of power bases and organizational politics.
5. Develop team performance through the application of team dynamics principles.
6. Practice conflict management and negotiation strategies to enhance outcomes and promote innovation in organizations.
7. Manage the issues and challenges that leaders face in communicating in a fast paced, diverse, legally complex and technology rich environment.
8. Analyze the culture of an organization, manage personnel selection, and effectively lead organizational change so that new demands are effectively addressed by the organization.

Course Calendar

- Week 1 The Nature and Development of Leadership
L: Ch. 1-3 Values and Leadership
- Week 2 Leadership and Followership
L: Ch. 4 Development of Leadership
- Week 3 Character and Individual Ethics
L: Ch. 5-7 Courage, Faith, and Justice
- Week 4 Individual Difference and Diversity
Personality and Emotional Intelligence: Case Analysis Assignment
O: Ch. 1-2 Values and Personality
- Week 5 Perception and Learning in a Cross Cultural World
O: Ch. 3-4 Perceptions, Emotions, and Attitudes
- Week 6 Motivating and Managing Human Resources
(Exam I – Take home, due next week)
Performance Enhancement and Evaluation: Case Assignment
O: Ch. 5 Motivation
H: Ch. 7 Performance Management and Appraisal
- Week 7 Legal Aspects of Managing Others
H: Ch. 3 The Legal Environment of HRM
- Week 8 Selection and Development of Human Resources
O: Ch. 6 Applied Motivation and HR
H: Ch. 6 Personnel Selection
- Week 9 Communication Issues in a High Tech World/Managing the
Virtual Workplace
H: Ch. 12 Managing the Employment Relationship
- Week 10 Power and Organization Politics
Communication skills: In-basket Exercise and Oral Presentation
O: Ch. 11-12 Communication, Power, and Influence
- Week 11 Team Building Skills
Team Management: Simulation Exercise
O: Ch. 9-10 Team Dynamics and High Performance Teams

Course Calendar (cont'd)

- Week 12 Intergroup Conflict and Negotiation
Negotiation Skills: Simulation and Role Play
O: Ch. 13 Conflict and Negotiation
H: Ch. 13 Labor Relations and Collective Bargaining
- Week 13 Leading and Managing Change
Effective Leadership Techniques: Role Play
O: Ch. 16-17 Organization Culture and Structure
- Week 14 Leadership and Corporate Responsibility
Succession Planning: Case Exercise
L: Ch. 8 Corporate Responsibility
O: Ch. 4 Organizational Leadership
- Week 15 Exam II and Journals Due