

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET

Instruction: See Course and Program Development Policy and Procedures

SHORT TITLE OF PROPOSAL: Change in course title and catalog course description

COURSE # MGMT 640--
Strategic Innovation & Renewal

Box 1: TYPE OF ACTION	ADD(NEW) <input type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input checked="" 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 checked="" 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 type="checkbox"/>	9 New Course	ABCDEF	NO PQ	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 Zaccaro</i>	12-12-05
B Final faculty review body within each school	Chair: <i>John A. Brown</i>	12/16/05
C College Dean	Dean: <i>Anne McCarthy</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>[Signature]</i>	1/10/06
F University Faculty Senate	Chair: N/A	
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 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 checked="" type="checkbox"/>	U. Other <i>Summary of Course and its Learning Objectives</i>
<input 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: Merrick School of Business	Department:: Management & Marketing	Cost Code:
Contact Person: Susan Zacur	Phone: 4977	Effective Semester: Summer 2006

O-1: Briefly describe what is requested:
Change in course title and catalog course description for MGMT 640

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

New Title: Strategic Management	Title #: MGMT 640	Credits: 03
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Course Abbreviation:
NEW COURSE DESCRIPTION: 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 an involving organization are stressed. Cases are drawn from a broad range of industries and industry research projects are emphasized.

Old Title: Strategic Innovation Innovation & Renewal	Title #: MGMT 640	Credits: 03
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O-2: Set forth the rationale for the proposal:
To make the title and description more accurately reflect the material and the topics covered in the course

O-3 Resources Needed:


No change from current status.

	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:


 Department Chair Signature

12-12-05
 Date

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

 Department Chair Signature

 Date

Course Number: **MGMT 640**

Course Title: **Strategic Management**

Credits: **3**

Prerequisites **Capstone Course to be taken within the last six credit hours of the program. Requires concurrent or prior enrollment in INSS 640, OPRE 640, ACCT 640, ECON 640, and MKTG 640**

Catalog Course Description:

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 strategy innovation and renewal within an evolving organization are stressed. Cases are drawn from a broad range of industries and industry research projects are emphasized.

Learning Objectives: (Working draft)

After completing this course, students will be able to:

1. Describe the strategic management process and the essential role of the firm's leadership in envisioning its future.
2. Analyze interrelationships between the firm's internal resources and its external environment and determine how this analysis can be used to establish goals, strategies and implementation plans.
3. Explain how a firm's capabilities and position can enable it to create value for its customers and earn above returns in its industry.
4. Analyze the conditions under which competitive advantage will be sustainable over time.
5. Apply strategic analysis frameworks, including Value Chain Analysis, Porter's Forces Driving Industry Competition and Strategic Group Mapping to describe a firm's competitive environment and internal capabilities.
6. Explain organizing processes employed to integrate functional areas of business strategy in support of the organization's goals.
7. Describe, design and evaluate business-level and organization-level strategies.
8. Conduct a strategic audit to assess a company's capabilities to earn above average returns in its industry and to sustain competitive advantage.
9. Conduct a competitor analysis.
10. Examine the challenges and opportunities of developing and implementing strategy in a global context.
11. Employ analytical and problem solving skills in support of decision-making in complex, unstructured situations.
12. Develop oral and written communications skills at the professional level.
13. Demonstrate enhanced interpersonal capabilities, including effective team participation and leadership skills.
14. Analyze the impact of personal goals, values, ethics, and attitudes on individual and organizational performance.