

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET

Instruction: See Course and Program Development Policy and Procedures

SHORT TITLE OF PROPOSAL: ADD PUBLIC SECTOR MANAGEMENT SPECIALIZATION TO MS IN BUSINESS (COURSE #

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 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 checked="" type="checkbox"/>	20 Other MASTER CONCENTRATION (NOT EXCEEDING 12 hours)	Varies ABCDE	Varies NO	Varies

Box 4: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A Department	Chair: <i>Valerie Smith</i>	4/28/06
B Final faculty review body within each school	Chair: <i>John Brown</i>	4/28/06
C College Dean	Dean: <i>Anne McCarty</i>	4/28/06
D Provost and Senior Vice President for Academic Affairs	Provost: <i>Giida Randall</i>	4/28/06
E Curriculum Review Committee (UFS subcommittee)	Chair: <i>Michele Sullivan</i>	5/2/06
F University Faculty Senate	Chair:	
G University Council ¹¹	Chair:	
H President	President: <i>Bob Grogan</i>	
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	

DOCUMENT O – SUMMARY PROPOSAL

College: Merrick School of Business	Department: Graduate Programs	Cost Code:
Contact Person: Darlene Smith	Phone: 410-837-4997	Effective Semester: Fall 2006

O-1: Briefly describe what is requested:
 New specialization, Public Sector Management, in the Master of Science in Business program.

For new courses or changes in existing courses (needed by Registrar): no new courses are being proposed

New Title:	Title #:	Credits:
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Course Abbreviation:

Old Title:	Title #:	Credits:
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O-2: Set forth the rationale for the proposal:
 Please see the attached.

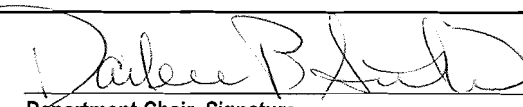
O-3 Resources Needed:
 None

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

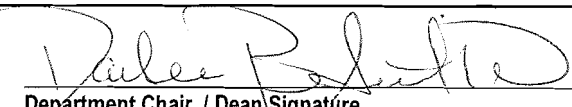
Indicate probable source of additional funds, if needed:

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: This specialization is a collaborative effort between the MSB and CLA. Dean Larry Thomas and the faculty in the School of Public Affairs were extensively involved in the development of this program. There is no impact on OTS or the library


 Department Chair Signature Date 4/28/04

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


 Department Chair / Dean Signature Date 4/28/04

PROPOSAL
MASTER OF SCIENCE IN BUSINESS
SPECIALIZATION: PUBLIC SECTOR MANAGEMENT

Public administration in the new millennium is caught in an era of serious challenges. Through changes in technology and process reengineering, government administrators are seeking new ways to promote efficiency and effectiveness in the delivery of services, as well as protecting the security of government services against intentional harm. Government is being held more accountable than in the past with the public demanding tangible results for the expenditure of funds. Given the importance of governmental administration in today's sometimes turbulent environment, the need for well-educated, innovative, business-oriented and creative public administrators is unprecedented.

University of Baltimore's Strengths and Capabilities

Aware of the changing skills, knowledge and values that public managers need in an era of fiscal stress and shifting responsibilities, the University of Baltimore Merrick School of Business, in collaboration with the Yale Gordon College of Liberal Arts, has developed a Master of Science in Business (M.S. in Business) program with a specialization in Public Sector Management. The University of Baltimore (UB) is uniquely qualified to provide a graduate business program tailored to government employees because of our combined strengths in business and public administration.

Our AACSB-accredited Merrick School of Business currently enrolls over 750 students in a broad range of graduate business degree programs, including the Master of Business Administration (MBA), the Master of Science in Business (with specializations in finance and management information systems), the Master of Science in Accounting and Business Advisory Services, and the Master of Science in Taxation (in collaboration with the UB School of Law).

UB's College of Liberal Arts, through its School of Public Affairs, offers the Master of Public Administration (MPA). Accredited by the National Association of Schools of Public Affairs and Administration, the MPA is a professional degree designed to address the development needs of government employees at all levels of government as well as the needs of those interested in leadership positions.

Program Rationale and Learning Objectives

The traditional M. S. in Business curriculum was adapted to meet the needs of a technical government audience and to provide a unique blend of business and public administration. The program provides a broad overview of business disciplines, concepts and tools and also integrates the fundamentals of public administration into the curriculum. It is designed and delivered for the technical student (mathematicians, computer scientists, engineers, etc), recognizing that many of these individuals hold advanced degrees in their chosen field of expertise. As these individuals progress into

the ranks of management, they need to understand core business concepts and gain leadership competency to enhance effectiveness in dealing with direct reports, senior management, and corporate decision makers.

The primary goal of this graduate business program is to prepare students for managerial and leadership positions in agencies and departments and to provide them with the necessary skills to make strategic business decisions. As such, graduates will have a solid foundation of skills in the following areas:

- *Functional Business Tools and Concepts* – Students will demonstrate an understanding, through the integrated use of concepts and tools from major business disciplines and public administration areas; including accounting and financial reporting and analysis, information technology, private and public sector management, marketing, and economics.
- *Leadership and Human Resource Management*: Students will develop and articulate appropriate vision statements and demonstrate strategies for motivating and developing others in working toward a vision in an ethical manner.
- *Public Administration*: Students will demonstrate a knowledge and understanding of the political, institutional and legal environment in which public managers function, and to be able to apply knowledge of managerial processes and organizational behavior in government organizations.
- *Budgeting & Fiscal Administration*: Students will exhibit competency in the tools and techniques of budget analysis and public sector fiscal management, and extend this competency to the communication of reports, and operating in the federal procurement and contracting sphere.
- *Operations and Project Management*: Students will make reasoned business decisions with operational perspectives and use business process tools to improve organizational effectiveness and efficiency. Emphasis will be placed on the essential steps in setting up project plans, scheduling work, monitoring progress, managing risks, and exercising control to achieve project results.
- *Teamwork*: Students will demonstrate the capability to form and function in teams, manage differences, understand alternative approaches to managing conflict and dispute resolution, and to motivate collective effort towards fulfillment of strategic goals.
- *Communication Skills*: Students will express clear thinking in written and oral communications, encourage critical thinking through dialogue and listening, and demonstrate emotional intelligence.

Curriculum

The 42 credit (14 course) program curriculum has three fundamental components: prerequisite courses, core courses, and specialization courses. Prerequisite courses cover the basic knowledge of business functions, including accounting, statistics and quantitative methods, economics, and marketing principles. The core courses builds on these skills and develops managerial skills and competencies resulting in an integrative business framework from which to effectively manage in the public sector. The core focuses on leadership, ethics, financial analysis, management information systems, and strategic management. The capstone course, strategic management, provides an in-depth examination of strategic planning and performance management. Specialization courses give depth to the program and provide more comprehensive knowledge and skills in targeted areas of interest to public sector managers.

Prerequisites (12 credits)

ACCT 504	Introduction to Accounting
ECON 504	Economics
MKTG 504	Marketing Management
PUAD 630	Analytical Techniques in Public Administration

Core Courses (18 credits)

MGMT 600	Leading with Integrity
ACCT 640	Accounting for Managerial Decisions
FIN 640	Financial Analysis & Strategy
INSS 737	Strategic Management of Information Technology
INSS 784	Project Management
MGMT 700	Strategic Management & Performance Measurement

Public Sector Specialization Courses (12 credits)

PUAD 621	Public Personnel & Human Resources Management
PUAD 622	Public Budget and Fiscal Administration
PUAD 623	Bureaucracy and the Political Process
CNCM 508	Approaches to Managing Conflict / Methods of Dispute Resolution

To be eligible for graduation, students must satisfy all graduation requirements and be in good academic standing (see the UB graduate catalog for a more detailed description of these requirements.)