



**Document N: Course and Program Development:
IMPACT AND APPROVAL SIGNATURES**

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

SCHOOL: LAW MSB CAS CPA

CONTACT NAME: PHONE:

DEPARTMENT/DIVISION: DATE PREPARED:

PROPOSED SEMESTER OF IMPLEMENTATION: fall spring YEAR:

TYPE OF ACTION: add (new) deactivate modify other

LEVEL OF ACTION: noncredit undergraduate graduate other

ACTION BEING REQUESTED (select one category, either Course Actions or Program Actions):

COURSE ACTIONS

PROGRAM ACTIONS

Original Subject Code/Course Number:

Original Program Title:

Original Course Title:

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

COURSE ACTIONS	
<input type="checkbox"/>	1. Experimental Course
<input type="checkbox"/>	2. Course Title
<input type="checkbox"/>	3. Course Credits
<input type="checkbox"/>	4. Course Number
<input type="checkbox"/>	5. Course Level
<input type="checkbox"/>	6. Pre- and Co-Requisite
<input type="checkbox"/>	7. Course Description
<input type="checkbox"/>	8. New Course
<input type="checkbox"/>	9. Deactivate Course
<input type="checkbox"/>	22. Other

PROGRAM ACTIONS	
<input checked="" type="checkbox"/>	10. Program Requirements
<input type="checkbox"/>	11a. Undergraduate Specialization (Fewer than 24 credits)
<input type="checkbox"/>	11b. Master's Specialization (Fewer than 12 credits)
<input type="checkbox"/>	11c. Doctoral Specialization (Fewer than 18 credits)
<input type="checkbox"/>	12. Minor (add or delete)
<input type="checkbox"/>	13. Closed Site Program
<input type="checkbox"/>	14. Program Suspension
<input type="checkbox"/>	15. Program Reactivation
<input type="checkbox"/>	16a. Certificate Program (UG/G) exclusively within existing degree program
<input type="checkbox"/>	16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)
<input type="checkbox"/>	17. Off-Campus Delivery of Existing Programs
<input type="checkbox"/>	18a. Undergraduate Concentration (24 or more credits)
<input type="checkbox"/>	18b. Master's Concentration (12 or more credits)
<input type="checkbox"/>	18c. Doctoral Concentration (18 or more credits)
<input type="checkbox"/>	19. Program Title Change
<input type="checkbox"/>	20. Program Termination
<input type="checkbox"/>	21. New Degree Program
<input type="checkbox"/>	22. Other

ADDITIONAL DOCUMENTATION (check all appropriate boxes of documents included; review the list of necessary documents):

- summary proposal (O) course definition document (P) full five-page MHEC proposal (Q)
 financial tables (MHEC) (R) other documents as may be required by MHEC/USM (S) other (T)

IMPACT REVIEW (review the list of necessary signatures):

Impacted Entity	Signature	Date
a. Library <input checked="" type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		3/19/14
b. OTS <input checked="" type="checkbox"/> impact ack. <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		3/19/14
c. University Relations <input type="checkbox"/> no impact <input checked="" type="checkbox"/> impact statement attached		3/21/14
d. Admissions <input checked="" type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		3/20/14
e. Records <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		3/19/14

APPROVAL SEQUENCE (review the list of necessary signatures):

Approval Level	Signature	Date
A. Department/Division (Chair)		
B. General Education (for No. 7, 8)		
C. Final Faculty Review Body Within Each School (Chair)		7/2/13
D. Dean		12/11/13
E. University Faculty Senate (Chair)		
F. University Council (Chair) ¹		
G. Provost and Senior Vice President for Academic Affairs		4-2-14
H. 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 University's mission is changed by the action	

¹ University Council *review* (for 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.



Document O: Course and Program Development: SUMMARY PROPOSAL

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

SCHOOL: LAW MSB CAS CPA

CONTACT NAME: PHONE:

DEPARTMENT/DIVISION: DATE PREPARED:

PROPOSED SEMESTER OF IMPLEMENTATION: fall spring YEAR:

ACTION BEING REQUESTED (select one category, either Course Actions or Program Actions):

COURSE ACTIONS

PROGRAM ACTIONS

Original Subject Code/Course Number:

Original Program Title:

Original Course Title:

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

COURSE ACTIONS	
<input type="checkbox"/>	1. Experimental Course
<input type="checkbox"/>	2. Course Title
<input type="checkbox"/>	3. Course Credits
<input type="checkbox"/>	4. Course Number
<input type="checkbox"/>	5. Course Level
<input type="checkbox"/>	6. Pre- and Co-Requisite
<input type="checkbox"/>	7. Course Description
<input type="checkbox"/>	8. New Course
<input type="checkbox"/>	9. Deactivate Course
<input type="checkbox"/>	22. Other

PROGRAM ACTIONS	
<input checked="" type="checkbox"/>	10. Program Requirements
<input type="checkbox"/>	11a. Undergraduate Specialization (Fewer than 24 credits)
<input type="checkbox"/>	11b. Master's Specialization (Fewer than 12 credits)
<input type="checkbox"/>	11c. Doctoral Specialization (Fewer than 18 credits)
<input type="checkbox"/>	12. Minor (add or delete)
<input type="checkbox"/>	13. Closed Site Program
<input type="checkbox"/>	14. Program Suspension
<input type="checkbox"/>	15. Program Reactivation
<input type="checkbox"/>	16a. Certificate Program (UG/G) exclusively within existing degree program
<input type="checkbox"/>	16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)
<input type="checkbox"/>	17. Off-Campus Delivery of Existing Programs
<input type="checkbox"/>	18a. Undergraduate Concentration (24 credits or more)
<input type="checkbox"/>	18b. Master's Concentration (12 credits or more)
<input type="checkbox"/>	18c. Doctoral Concentration (18 credits or more)
<input type="checkbox"/>	19. Program Title Change
<input type="checkbox"/>	20. Program Termination
<input type="checkbox"/>	21. New Degree Program
<input type="checkbox"/>	22. Other

For changes to existing courses:

OLD TITLE	<input type="text"/>	SUBJECT CODE/COURSE NO.	<input type="text"/>	CREDITS	<input type="text"/>
NEW TITLE	<input type="text"/>	SUBJECT CODE/COURSE NO.	<input type="text"/>	CREDITS	<input type="text"/>

DESCRIBE THE REQUESTED COURSE/PROGRAM ACTION (additional pages may be attached if necessary):

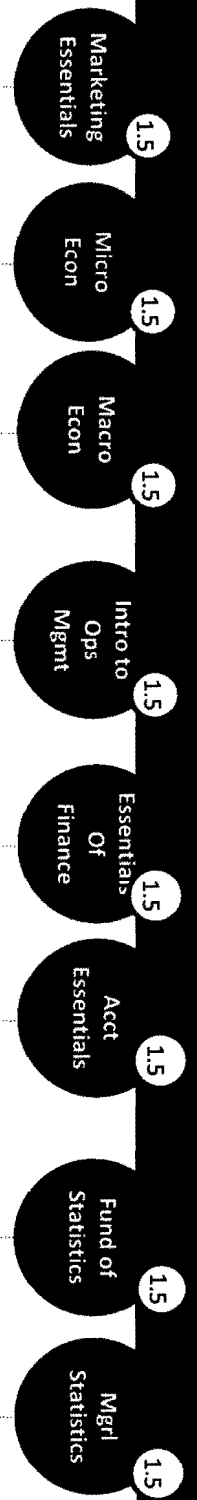
Modification of course requirements to reflect redesign of MBA program for implementation in fall 2014. The MBA curriculum was redesigned around the following six fundamental themes: Managing Strategy and Innovation, Leading and Managing People, Interfacing with External Stakeholders, Managing the Value Chain, Managing Performance and Risk, and Leveraging Technology and Business Intelligence. The core courses to support each theme are a combination of required core and flexible core.

- All foundation (500-level) courses will be 1.5 cr hours and are waivable. The foundation requirements have been reduced from a maximum of 18 cr hrs in the current MBA to a maximum of 12 cr hrs in the redesigned MBA.
- The MBA program (beyond the foundation) remains at 36 cr hrs. The current 24 hrs of required core has been increased to 27 cr hrs. These core requirements consist of 15 cr hrs of required core; 9 cr hrs of flexible core that allow students to choose courses from a corporate or entrepreneurial option. There is a 3 cr hr Strategic Management Capstone required of all MBA students.
- Specializations/electives have been reduced from 12 cr hrs in the current MBA to 9 cr hrs in the redesigned MBA. Students who opt to take both courses offered (corporate and entrepreneurial) in the flexible core may use the second course as an elective. Students may take a combination of additional flexible core courses and specialization courses to meet the requirements of 9 cr hrs of electives.
- The attached documents describe in more detail the requested changes:
 1. The bubble chart details the structure of the new MBA and its component parts: foundation, required core, flexible core (with an option of corporate or entrepreneurial path), a strategic management capstone, and 9 cr hrs of electives organized by theme.
 2. The Redesigned MBA Curriculum Chart details the course numbers, credit hours, course names and prerequisites for each of the foundation, required core, flexible core options and capstone course.
 3. The course mapping shows how students in the current MBA can use the redesigned MBA courses to complete their program. Beginning in fall 2014, only the new MBA courses will be offered.

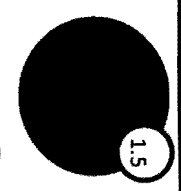
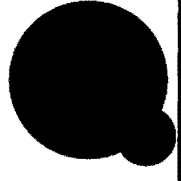
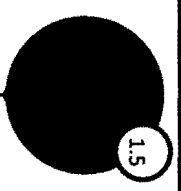
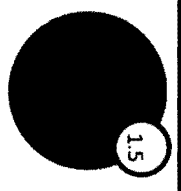
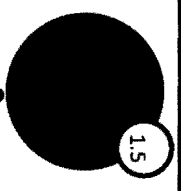
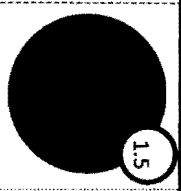
SET FORTH THE RATIONALE FOR THIS PROPOSAL:

After a one-year review process, the MBA was redesigned to achieve the following goals:

- Reduce the credit hours in the foundation by rethinking the content and design of each of the current foundation courses.
- Provide curriculum content organized around six fundamental themes valued in today's business environment: Managing and Innovation, Leading and Managing People, Interfacing with External Stakeholders, Managing the Value Chain, Managing Performance and Risk, and Leveraging Technology and Business Intelligence.
- Provide more flexibility and choice. The MBA was redesigned to achieve this in a number of ways:
 1. Introduction of 1.5 cr hr courses to provide more variety in topic coverage.
 2. Introduction of a flexible core to provide students with the option of a more corporate or entrepreneurial approach.
 3. Introduction of two seven-week sessions with one week break between (7-1-7) within each semester. All 1.5 cr hr courses will be offered in one of the seven-week sessions. In addition, research has shown that a shorter time frame is desirable for online courses. It is anticipated that most current 3 cr hr online courses will be offered in a seven-week session or redesigned to 1.5 cr hr courses. It should be noted that all MBA courses have been offered online in the summer in the eight-week session so this is an evolutionary change.
 4. Reduce the cycle time for degree completion by effectively using six seven-week sessions over the CY: fall 7-1-7; spring 7-1-7; and summer 7-7. This will allow student to choose taking courses in each of 6 seven-week sessions during the year with the possibility of offering a few courses in winterim as well (with addition of 1.5 cr hr courses, it will be possible to consider accelerated online 1.5 cr hr courses during winterim).



Required Core
15 credits



CHOOSE ONE FROM FLEX CORE

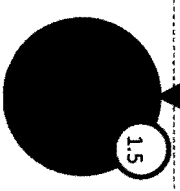
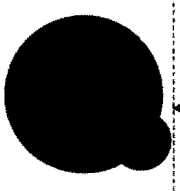
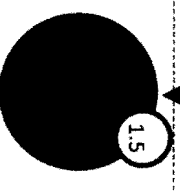
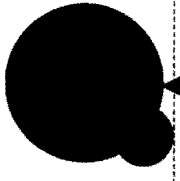
CHOOSE ONE FROM FLEX CORE

CHOOSE ONE FROM FLEX CORE

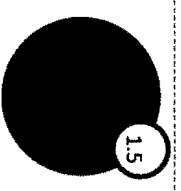
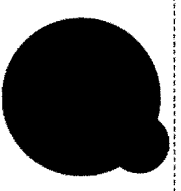
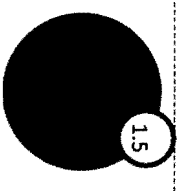
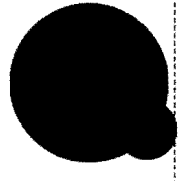
CHOOSE ONE FROM FLEX CORE

Flexible Core
9 credits

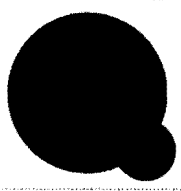
ENTREPRENEURIAL PATH



CORPORATE PATH



Experiential Capstone
3.0 credits



Electives
9 credits

9 credits of electives

Redesigned M.B.A. Curriculum

M.B.A. Foundation (12 waivable credits)

ACCT 505 (1.5) Accounting Essentials	<i>prerequisite: graduate standing</i>
ECON 505 (1.5) MicroEconomics	<i>prerequisite: graduate standing</i>
ECON 506 (1.5) MacroEconomics	<i>prerequisite: graduate standing</i>
FIN 505 (1.5) Essentials of Finance	<i>prerequisites: ACCT 505 and ECON 505</i>
MKTG 505 (1.5) Marketing Essentials	<i>prerequisite: graduate standing</i>
OPM 505 (1.5) Introduction to Operations Management	<i>prerequisite: graduate standing</i>
OPRE 505 (1.5) Fundamentals of Statistics	<i>prerequisite: graduate standing</i>
OPRE 506 (1.5) Managerial Statistics	<i>prerequisite: OPRE 505</i>

M.B.A. Required Core (15 credits)

ACCT 605 (3.0) Performance Management and Accounting Controls	<i>prerequisites: ACCT 505 or permission of M.B.A. program director</i>
ECON 605 (1.5) Business and Public Policy in a Global Economy	<i>prereqs: ECON 505 and ECON 506 or permission of M.B.A. program director</i>
ENTR 605 (1.5) Creativity and the Entrepreneurial Mindset	<i>prerequisite: graduate standing</i>
FIN 605 (1.5) Financial Management	<i>prereqs: FIN 505, OPRE 505, ECON 506 or permission of M.B.A. program director</i>
INSS 605 (3.0) IT for Business Transformation	<i>prerequisites: graduate standing, basic familiarity with computer applications such as WORD and EXCEL are assumed.</i>
MGMT 605 (1.5) Leading with Integrity	<i>prerequisite: graduate standing</i>
MKTG 605 (1.5) Marketing Strategy	<i>prerequisite: MKTG 505 or permission of M.B.A. program director</i>
OPRE 605 (1.5) Business Analytics	<i>prereqs: OPRE 505, OPRE 506 or permission of M.B.A. program director</i>

M.B.A. Flexible Core (9 credits) Choose either corporate or entrepreneurial course for each theme

Corporate Option	Entrepreneurial Option
MGMT 625 (3.0) Collaboration, Negotiation, Conflict Management <i>prerequisite: MGMT 605</i>	MGMT 615 (3.0) Managing in a Dynamic Environment <i>prerequisite: MGMT 605</i>
MKTG 625 (1.5) Customers and Markets <i>prerequisite: MKTG 605</i>	MKTG 615 (1.5) Entrepreneurial Marketing <i>prerequisite: MKTG 605</i>
FIN 625 (1.5) Corporate Finance <i>prerequisite: FIN 605</i>	FIN 615 (1.5) Entrepreneurial Finance <i>prerequisite: FIN 605</i>
OPM 625 (3.0) Operations and Supply Chain Management <i>prerequisite: OPM 505 or permission of M.B.A. program director</i>	OPM 615 (3.0) Innovation and Project Management <i>prerequisite: OPM 505 or permission of M.B.A. program director</i>

Experiential Capstone (3 credits)

MGMT 790 (3.0) Strategic Management Capstone	<i>prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605</i>
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Electives/Specialization (9 credits)

New

Redesigned MBA Course Codes 3/13/2014 11:28 AM

M.B.A. Curriculum

M.B.A. Foundation

ACCT 505 (1.5)

Accounting Essentials: Introduces students to the basics of corporate financial reporting and financial statement analysis from the manager's perspective. Emphasizes the analysis of financial statements and provides an overview of U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) rules for most critical accounting items. prerequisite: graduate standing

MKTG 505 (1.5)

Marketing Essentials: Covers concepts, processes and institutions necessary for effective marketing of goods and services, including analyses of market opportunities, buyer behavior, product planning, pricing, promotion and distribution. prerequisite: graduate standing

ECON 505 (1.5)

Micro Economics: Covers comparative advantage, supply and demand, elasticity, opportunity cost, competition and monopoly, and externalities. Emphasizes understanding concepts that are useful in making effective choices in a variety of economic and managerial situations. prerequisite: graduate standing

ECON 506 (1.5)

Macro Economics: Covers economic growth, monetary and fiscal policy, inflation and unemployment. Emphasizes understanding concepts, such as Federal Reserve policy, that are useful for managerial decision-making. prerequisite: graduate standing

OPRE 505 (1.5)

Fundamentals of Statistics: Emphasizes applications of descriptive statistics in business. Topics include basic probability concepts, summary measures of location and dispersion, discrete and continuous probability distributions, sampling distribution of mean, and introductions to confidence interval estimation and hypothesis testing. Excel-based software is used for computer implementation. prerequisite: graduate standing

OPRE 506 (1.5)

Managerial Statistics: Emphasizes applications of inferential statistics in business. Topics include confidence interval estimation, hypothesis testing, analysis of variance, simple linear regression and an introduction to multiple regression. Excel-based software is used for computer implementation. prerequisite: OPRE 505

OPM 505 (1.5)

Introduction to Operations Management: Overview of the concepts and tools used for the creation and delivery of goods and services. Describes the role of effective operations management for organizational success and competitiveness. Demonstrates approaches for improving quality, productivity, customer service and overall performance. prerequisite: graduate standing

FIN 505 (1.5)

Essentials of Finance: Provides introductory-level coverage of financial management. Topics include financial statement analysis, time value of money, financial markets and interest-rate determination, security pricing and valuation, and decision tools. prerequisites: ACCT 505 and ECON 505

M.B.A. Required Core

ENTR 605 (1.5)

Creativity and the Entrepreneurial Mindset: Focuses on personal and organizational creativity and enables students to recognize and develop creative abilities in organizations. Includes a final team-based new product pitch that allows students to apply creativity in a business context. prerequisite: graduate standing

MGMT 605 (1.5)

Leading with Integrity: Focuses on leadership, integrity and core management principles. Provides an overview of concepts and practices essential to managerial effectiveness, including developing a vision for the organization in a complex business environment, setting objectives, planning, motivating others, managing for results, and a grounding in ethics at the individual and organizational level. prerequisite: graduate standing

ACCT 605 (3.0)

Performance Management and Accounting Controls: Focuses on how managers can use accounting information in the budgeting process to assist them in planning, controlling and making decisions. Introduces students to internal controls, corporate governance and enterprise risk management. prerequisites: ACCT 505 or permission of the M.B.A. program director

ECON 605 (1.5)

Business and Public Policy in a Global Economy: Employs an economic framework to analyze and evaluate public policy issues affecting business, such as globalization, environmental and health-care matters, and corporate social responsibility. Integrates ethical and managerial implications. prerequisites: ECON 505 and ECON 506 or permission of the M.B.A. program director

MKTG 605 (1.5)

Marketing Strategy: Explores the role of marketing in creating value for the firm and its stakeholders and examines market strategy in the context of a dynamic external environment. prerequisite: MKTG 505 or permission of the M.B.A. program director

FIN 605 (1.5)

Financial Management: Provides intermediate-level coverage of topics in financial statements and their analysis, financial forecasting, security risk and pricing, capital budgeting and nonpublic corporate finance. prerequisites: FIN 505, OPRE 505, ECON 506 or permission of the M.B.A. program director

OPRE 605 (1.5)

Business Analytics: Explores business analytics and its applications to management decision-making for a range of business situations. Covers problem structuring; big data; data mining; optimization; computer simulation; decision analysis; and predictive modeling. prerequisite: OPRE 505, OPRE 506 or permission of the M.B.A. program director.

INSS 605 (3.0)

IT for Business Transformation: Examines the key roles that information systems and technologies play in the current business environment as well as the disruptive and innovative nature of information systems in promoting the fundamental transformation of industries, businesses and society. Covers current major issues in the field of management of information systems, such as social computing, cybersecurity, big data and mobile technologies. prerequisites: graduate standing, basic familiarity with computer applications such as WORD and EXCEL are assumed.

MGMT 790 (3.0)

Strategic Management Capstone: An experiential capstone in which students assume the perspective of general managers facing decisions of strategic importance to their organizations. Emphasizes the critical functions of goal-setting, strategy formulation, implementation and control processes. prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605

M.B.A. Flexible Core (Choose one from each row.)

FIN 615 (1.5)

Entrepreneurial Finance: Provides intermediate-level coverage of topics in venture capital and private equity, asset allocation, security risk and pricing, decision-making and nonpublic corporate finance. prerequisite: FIN 605

FIN 625 (1.5)

Corporate Finance: Provides advanced-level coverage of capital budgeting and intermediate-level coverage of topics in asset pricing, capital structure, dividend policy, and derivative instruments such as options and futures. prerequisite: FIN 605

MGMT 615 (3.0)

Managing in a Dynamic Environment: Covers the processes and necessary skills for leading and managing people in organizations that compete in dynamic environments. Emphasizes leading and motivating diverse employee populations in global organizations, and human resource management issues, including evaluation, rewards, and employment law. prerequisite: MGMT 605

MGMT 625 (3.0)

Collaboration, Negotiation and Conflict Management: Addresses negotiation skills and the capacity to effectively resolve conflicts. Students apply theory and research to the practice of negotiation and conflict management through practical, hands-on experience including simple buyer-seller bargaining; labor-management negotiations; impasse resolution; and complex, multiparty, multiissue negotiations. prerequisite: MGMT 605

OPM 615 (3.0)

Innovation and Project Management: Covers the essentials of innovation and project management from project selection through implementation, monitoring, control and termination. Topics covered include: product/process innovation, project identification, risk and uncertainty in project management, project planning and budgeting, selecting the project team, resource allocation, implementation and control, and project evaluation and termination. prerequisite: OPM 505 or permission of the M.B.A. program director

OPM 625 (3.0)

Operations and Supply Chain Management: Provides in-depth coverage of the concepts, techniques and tools used to design, create, control and improve manufacturing and services operations. Topics covered include: operations strategy, quality management, high- and low-contact services, forecasting, smart pricing, procurement, global supply chains, sustainability in manufacturing and services, aggregate sales and operations planning, inventory control and operations scheduling. prerequisite: OPM 505 or permission of the M.B.A. program director

MKTG 615 (1.5)

Entrepreneurial Marketing: Emphasizes market opportunity analysis, product development, creation and formulations of strategic positioning, pricing feasibility, channel strategies and promotion with limited resources in entrepreneurial and intrapreneurial settings. prerequisite: MKTG 605

MKTG 625 (1.5)

Customers and Markets: Focuses on choosing customers and markets through data analysis, building customer loyalty and communicating to current and potential customers in B2C, B2B and nonprofit organizations. prerequisite: MKTG 605

Course Mapping Redesigned MBA to Current MBA

3.3.2014

Current MBA Curriculum	New MBA Curriculum	
MBA Foundation	MBA Foundation Equivalents	
ACCT 504 (3.0) <i>Introduction to Accounting</i>	ACCT 505 (1.5) Accounting Essentials <i>prereq: graduate standing</i>	
ECON 504 (3.0) <i>Economics</i>	ECON 505 (1.5) MicroEconomics <i>prereq: graduate standing</i>	ECON 506 (1.5) MacroEconomics <i>prereq: graduate standing</i>
FIN 504 (3.0) <i>Financial Management</i>	FIN 505 (1.5) Essentials of Finance <i>prereqs: ACCT 505 and ECON 505</i>	
MGMT 506 (3.0) <i>Operations and Supply Chain Management</i>	OPM 505 (1.5) Introduction to Operations Management <i>prereq: graduate standing</i>	
MKTG 504 (3.0) <i>Marketing Management</i>	MKTG 505 (1.5) Marketing Essentials <i>prereq: graduate standing</i>	
OPRE 504 (3.0) <i>Data Analysis and Decisions</i>	OPRE 505 (1.5) Fundamentals of Statistics <i>prereq: graduate standing</i>	OPRE 506 (1.5) Managerial Statistics <i>prereq: OPRE 505</i>
MBA Core (24 cr hrs)	MBA Required and Flex Core (24 cr hrs)	
ACCT 640 (3.0) <i>Accounting for Managerial Decisions</i>	ACCT 605 (3.0) Performance Management and Accounting Controls <i>prereq: ACCT 505</i>	
INSS 640 (3.0) <i>IT for Business Transformation</i>	INSS 605 (3.0) IT for Business Transformation <i>prereq: graduate standing</i>	
ECON 640 (3.0) <i>Economics, Public Policy, and Corporate Social Responsibility</i>	ECON 605 (1.5) Business and Public Policy in a Global Economy <i>prereqs: ECON 505 and ECON 506</i>	
FIN 640 (3.0) <i>Corporate Finance</i>	FIN 605 (1.5) Financial Management <i>prereqs: FIN 505, OPRE 505, and ECON 506</i>	FIN 625 (1.5) Corporate Finance - or- FIN 615 (1.5) Entrepreneurial Finance <i>prereq: FIN 605 for both</i>
MGMT 600 (3.0) <i>Leading with Integrity</i>	MGMT 605 (1.5) Leading with Integrity <i>prereq: graduate standing</i>	
MKTG 640 (3.0) <i>Strategic Marketing in a Global Economy</i>	MKTG 605 (1.5) Marketing Strategy <i>prereq: MKTG 505</i>	MKTG 625 (1.5) Customer and Markets -or- MKTG 615 (1.5) Entrepreneurial Marketing <i>prereq: MKTG 605 for both</i>
MGMT 660 (3.0) <i>Project Management</i>	OPM 615 (3.0) Innovation and Project Management <i>prereq: OPM 505</i> NEW: Choice option in Flexible Core for Redesigned MBA	
MGMT 700 (3.0) <i>Strategic Management in a Global Environment</i>	MGMT 790 (3.0) Strategic Management Capstone <i>Prereqs: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605</i>	
	ENTR 605 (1.5) Creativity and the Entrepreneurial Mindset <i>prereq: graduate standing</i>	NEW: Required Core for Redesigned MBA
	OPRE 605 (1.5) Business Analytics <i>prereqs: OPRE 505 and OPRE 506</i>	NEW: Required Core for Redesigned MBA
	OPM 625 (3.0) Operations and Supply Chain Management <i>prereq: OPM 505</i> NEW: Choice option in Flexible Core for Redesigned MBA	
	MGMT 615 (3.0) Managing in a Dynamic Environment <i>prereq: MGMT 605 or permission</i> NEW: Choice options in Flexible Core for Redesigned MBA	
	--or--	
	MGMT 625 (3.0) Collaboration, Negotiation and Conflict Management <i>prereq: MGMT 605</i>	
MBA Electives/Specialization (12 cr hrs)	MBA Electives/Specialization (9 cr hrs)	
MBA Core + Electives (36 cr hrs)	MBA Core + Electives (36 cr hrs)	

Project Information

Item	Enter Information Requested
Project Name:	Implementation of 1.5 Credit Classes for JMBA
Charter Date:	January 23, 2014
Submitted By:	Alex Davis
Need By Date:	August 15, 2014
Executive Sponsor:	Joseph Wood and Miriam King
Reviewed By:	Barb Aughenbaugh, Joe Blevins, Michael Driscoll, Mark Jacque, Keiver Jordan, Marilyn Oblak, David Waggoner and Paul Walsh

Project Charter

1.0 Executive Summary

Based on the review involving the curriculum for the joint Master of Business Administration Program (JMBA) between the University of Baltimore and Towson University, the review committee seeks to offer seven-week 1.5 credit sessions for several redesigned course offerings for the Fall 2014 Semester. The goals of the redesigned MBA are to remain competitive and grow market share in a crowded MBA market.

2.0 Problem/Opportunity

In an effort to provide more flexibility to MBA students and to potentially make the program more desirable, the JMBA review committee seeks to setup a modular structure (short sessions).

3.0 Measureable Business Objectives / Success Criteria

- 3.1 Implement PeopleSoft changes to support the 1.5 credit classes for fall 2014 registration by February 28, 2014.
- 3.2 Complete the course redesign for all modified MBA classes in Sakai by August 15, 2014.
- 3.3 Modify all affected reports (internal and external) by August 15, 2014.

4.0 In Scope

- 4.1 Redesign of the MBA program, including offering two 7 week session 1.5 credit courses in the standard term with a one week break in between sessions starting for the fall 2014 term. The last week of the second 7 week session will overlap with the exam week.
- 4.2 Offering a late enrollment period for the second 7 week session.
- 4.3 Creation of separate academic/refund calendars for each 7 week session.
- 4.4 Redesign in Sakai of all MBA online courses for the fall 2014 term.
- 4.5 Modification of business processes to support the two 7 week sessions.
- 4.6 Modification of reports to support and reflect the two 7 week sessions.

5.0 Out of Scope

- 5.1 Offering a late admission for the second 7 week session. There are financial aid and reporting implications that will require more analysis. Due to time constraints, this will be evaluated as a separate effort.
- 5.2 Offering two 7 week session 1.5 credit courses in the summer 2014 term. The teams have determined that the impact to the system and operational processes for supporting

the 1.5 credit change and second session enrollment will require extensive analysis and testing, especially in the area of financial aid. With the resource issues in financial aid and the estimated effort to perform the analysis, testing and implementation extending the effort timeline into August makes a summer roll-out not possible.

- 5.3 Redesign for fall 2014 of any MBA online course that does not meet benchmark dates for deliverables throughout the spring and summer.
- 5.4 Non-MBA students will not be able to enroll in 1.5 credit courses.

6.0 Business Case

Not requested.

7.0 Assumptions

- 7.1 The University System of Maryland approves the 7-1-7 week format for MSB graduate courses, which will have overlap of classes during the exam week.

8.0 Major Risks

< Project risks are circumstances or events that exist outside of the control of the project team and will have an adverse impact on the project if they occur. Risks that can be identified when the charter is prepared, have a high probability of occurring, and have a high negative impact, should be listed. Minor / common risks are not listed in the charter.>

Description	How Likely 1=low 2=med 3=hi	Impact 1=low 2=med 3=hi	Mitigation 1=none 2=action taken	Score (Likely x Impact / Mitigation)
Not allowed to externally report census for the second session with the current cut-off date. (UB is requesting a new census date beginning in FY2015 in order to include the second session in the reported numbers.)	3	3	2	4.5

9.0 Obstacles, Constraints and Dependencies

- 9.1 Constraint: The eLearning team will need to hire a full time and contingent employee to be able to handle the added workload involved in the project.
- 9.2 Dependency: The PeopleSoft Teams will need to finish testing for the 1.5 credit changes to PeopleSoft before the start of the regular Patch/Fix testing effort that begin on February 17, 2014.

10.0 Project Milestones and Major Deliverables

<List major milestones and deliverables. Responsible individual(s) may be the unit(s) or person(s) responsible for delivery. M/D indicates that the line is either a Milestone or a Deliverable.>

Milestone/Deliverable	Responsible Individual(s)	M/D
PeopleSoft Changes Tested and Implemented	EMSA and Student Financials	M/D
Course Catalog and Descriptions Updated	MSB and Towson University	D
Academic Calendar for Fall 2014 Finalized	Records	D
Course Redesign and Sakai Updated	MSB and eLearning	D
Reporting Modification Implementation	Reporting Team and OTS	M/D
Project Complete	Alex Davis	M

11.0 Project Resource Summary

Estimate time required of IT Department Staff (List each role and the number of hours required)	
Role (e.g. Developer, Analyst, Network Engineer)	Hours needed (e.g. x hrs/mon for x months; x hours total)
Project Manager and eLearning Team Lead	160 hrs/mon for 9 months
eLearning Team	480 hrs/mon for 8 months
PeopleSoft Development	TBD (Depends on the reporting modifications needed)
Estimate time required of other Organization Staff (Add rows as needed)	
Role (e.g. Project Manager, Tester, Analyst)	Hours needed (e.g. x hrs/mon for x months; x hours total)
PeopleSoft Team	500 hrs/mon for 3 months
Reporting Team	80 hrs/mon for 8 months
MSB/TU Redesign Teams	1840 hours (23 courses @ 80 hours each)
MSB and JMBA Team Leads	160 hrs/mon for 9 months

12.0 Project Procurement


Procurement	Responsible Party	Type	Estimate	Funding Source
eLearning Staff Addition for 2 designers until late August	Paul Walsh	Hire	\$80,000 (salary + fringe)	OTS/ Provost
TOTAL			\$80,000	

13.0 Risk of Doing Nothing

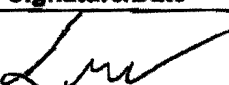
There are other institutions that offer this modular flexibility. By not keeping up with the competition, enrollment in the JMBA may decrease as a result of doing nothing.

Project Sign-off

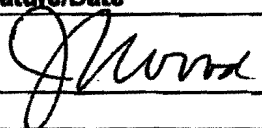
OTS Project Partner Review

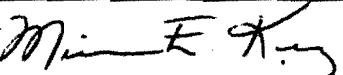
Signature/Date	Name/Title
 1/29/14	Alex Davis / Senior Systems Analyst

CIO Approval

Signature/Date	Name/Title
 1/24/14	David Bobart / CIO

Executive Sponsor Approval to Proceed with Project Execution

Signature/Date	Name/Title
 1/31/14	Joseph Wood / Provost

Signature/Date	Name/Title
 2/3/14	Miriam King / Senior Vice President of Enrollment Management and Student Affairs

Office of Technology Services

Impact Statement

Programmatic Changes Related to M.B.A. Redesign

The Merrick School of Business' (MSB) change in the UB/TU MBA course structure (1.5 credit hour courses and two seven-week sessions within a term) does have ramifications for the Office of Technology Services (OTS) and will impact OTS in the following ways:

1. A project management resource (Alex Davis, Senior Systems Analyst) from OTS was assigned to co-lead the redesign effort with Marilyn Oblak, Associate Dean MSB. The project team includes members from MSB, OTS' e-Learning team, the offices of Enrollment Management and Student Affairs and Administration and Finance. The project team formed in December 2013 and is estimated to conclude in October 2014.
2. Expansion of the number of courses and sessions in Sakai will increase the support demands on the e-Learning team in OTS and will possibly present scheduling challenges for eLearning support by staff and student employees. Marilyn Oblak will coordinate the redesign efforts in Sakai with the MSB faculty and Paul Walsh, Director of Instructional Technologies and e-Learning in order to ensure resources are available to assist faculty with their work in Sakai. OTS expects there to be significant need for e-Learning support for the project.

Impact Statement From the Office of University Relations
Regarding Programmatic Changes Related to New M.B.A.

General Impact:

Please be advised that any programmatic changes are likely to affect recruitment and other publications as well as Web content produced and/or managed by the Office of University Relations that contain this type of specific academic information.

Please inform Catherine Leidemer (cleidemer@ubalt.edu or 410.837.6164) of any proposed changes that receive final approval and of any planned implementation timelines.

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 relevant materials that are on our production schedule. As a general guideline, the Office of University Relations should be notified of any programmatic changes to a scheduled recruitment publication at least two months prior to printing.

Specific Feedback:

- This information will need to be reflected in MSB's edits to the existing graduate catalog copy (in addition to other recruitment publications) and should also be reflected on any relevant Web pages upon final approval.