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: Marilyn Oblak PHONE: × 5260

DEPARTMENT/DIVISION: Associate Dean DATE PREPARED: 12/9/13

PROPOSED SEMESTER OF IMPLEMENTATION: ☐ fall ☐ spring YEAR: 2014

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

Original Subject Code/Course Number:

Original Course Title:

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

1. Experimental Course
2. Course Title
3. Course Credits
4. Course Number
5. Course Level
6. Pre- and Co-Requisite
7. Course Description
8. New Course
9. Deactivate Course
22. Other

☐ PROGRAM ACTIONS

Original Program Title:

Masters of Business Administration

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

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

Summer 2010 1
IMPACT REVIEW (review the list of necessary signatures):

<table>
<thead>
<tr>
<th>Impacted Entity</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Library</td>
<td></td>
<td>3/19/14</td>
</tr>
<tr>
<td>b. OTS</td>
<td></td>
<td>3/19/14</td>
</tr>
<tr>
<td>c. University Relations</td>
<td></td>
<td>3/21/14</td>
</tr>
<tr>
<td>d. Admissions</td>
<td></td>
<td>3/20/14</td>
</tr>
<tr>
<td>e. Records</td>
<td></td>
<td>3/18/14</td>
</tr>
</tbody>
</table>

APPROVAL SEQUENCE (review the list of necessary signatures):

<table>
<thead>
<tr>
<th>Approval Level</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Department/Division (Chair)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. General Education (for No. 7, 8)</td>
<td>7/6/13</td>
<td></td>
</tr>
<tr>
<td>C. Final Faculty Review Body Within Each School (Chair)</td>
<td>Mary 8/13</td>
<td></td>
</tr>
<tr>
<td>D. Dean</td>
<td></td>
<td>9/1/13</td>
</tr>
<tr>
<td>E. University Faculty Senate (Chair)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. University Council (Chair)¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Provost and Senior Vice President for Academic Affairs</td>
<td>Cruise 4/2/14</td>
<td></td>
</tr>
<tr>
<td>H. President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Board of Regents (notification only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. Board of Regents (approval)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K. MHEC (notification only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L. MHEC (approval)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M. Middle States Association notification</td>
<td>Required only if the University's mission is changed by the action</td>
<td></td>
</tr>
</tbody>
</table>

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 0: 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: Marilyn Oblak  PHONE: x 5260

DEPARTMENT/DIVISION: Associate Dean  DATE PREPARED: 12/9/13

PROPOSED SEMESTER OF IMPLEMENTATION: fall  spring  YEAR: 2014

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

☐ COURSE ACTIONS  ☐ PROGRAM ACTIONS

Original Subject Code/Course Number:  Masters of Business Administration

Original Course Title:

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

COURSE ACTIONS
1. Experimental Course
2. Course Title
3. Course Credits
4. Course Number
5. Course Level
6. Pre- and Co-Requisite
7. Course Description
8. New Course
9. Deactivate Course
10. Other

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

For changes to existing courses:

OLD TITLE

NEW TITLE

SUBJECT CODE/COURSE NO.  CREDITS
SUBJECT CODE/COURSE NO.  CREDITS
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).
Electives
9 credits

Required Core
15 credits

Flexible Core
9 credits

Required Core
15 credits

Experiential Capstone
9 credits

Choose one from Flex Core

Choose one from Flex Core

Choose one from Flex Core

Choose one from Flex Core

Choose one from Flex Core

Choose one from Flex Core
# Redesigned M.B.A. Curriculum

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 505</td>
<td>Accounting Essentials</td>
<td>prerequisite: graduate standing</td>
</tr>
<tr>
<td>ECON 505</td>
<td>MicroEconomics</td>
<td>prerequisite: graduate standing</td>
</tr>
<tr>
<td>ECON 506</td>
<td>MacroEconomics</td>
<td>prerequisite: graduate standing</td>
</tr>
<tr>
<td>FIN 505</td>
<td>Essentials of Finance</td>
<td>prerequisite: ACCT 505 and ECON 505</td>
</tr>
<tr>
<td>MKTG 505</td>
<td>Marketing Essentials</td>
<td>prerequisite: graduate standing</td>
</tr>
<tr>
<td>OPM 505</td>
<td>Introduction to Operations Management</td>
<td>prerequisite: graduate standing</td>
</tr>
<tr>
<td>OPRE 505</td>
<td>Fundamentals of Statistics</td>
<td>prerequisite: graduate standing</td>
</tr>
<tr>
<td>OPRE 506</td>
<td>Managerial Statistics</td>
<td>prerequisite: OPRE 505</td>
</tr>
</tbody>
</table>

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

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

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

### Corporate Option

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 625</td>
<td>Collaboration, Negotiation, Conflict Management</td>
<td>prerequisite: MGMT 605</td>
</tr>
<tr>
<td>MKTG 625</td>
<td>Customers and Markets</td>
<td>prerequisite: MKTG 605</td>
</tr>
<tr>
<td>FIN 625</td>
<td>Corporate Finance</td>
<td>prerequisite: FIN 605</td>
</tr>
<tr>
<td>OPM 625</td>
<td>Operations and Supply Chain Management</td>
<td>prerequisite: OPM 505 or permission of M.B.A. program director</td>
</tr>
</tbody>
</table>

### Entrepreneurial Option

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 615</td>
<td>Managing in a Dynamic Environment</td>
<td>prerequisite: MGMT 605</td>
</tr>
<tr>
<td>MKTG 615</td>
<td>Entrepreneurial Marketing</td>
<td>prerequisite: MKTG 605</td>
</tr>
<tr>
<td>FIN 615</td>
<td>Entrepreneurial Finance</td>
<td>prerequisite: FIN 605</td>
</tr>
<tr>
<td>OPM 615</td>
<td>Innovation and Project Management</td>
<td>prerequisite: OPM 505 or permission of M.B.A. program director</td>
</tr>
</tbody>
</table>

### Experiential Capstone (3 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisite</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 790</td>
<td>Strategic Management Capstone</td>
<td>prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPM 605, OPRE 605</td>
</tr>
</tbody>
</table>

## Electives/Specialization (9 credits)
# M.B.A. Curriculum

## M.B.A. Foundation

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Prerequisite(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 505 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>MKTG 505 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Prerequisite(s)</th>
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<tbody>
<tr>
<td>ECON 505 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
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<th>Prerequisite(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 506 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Prerequisite(s)</th>
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</thead>
<tbody>
<tr>
<td>OPRE 505 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Prerequisite(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPRE 506 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Prerequisite(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPM 505 (1.5)</td>
<td>Graduate standing</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>FIN 505 (1.5)</td>
<td>ACCT 505 and ECON 505</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENTR 605 (1.5)</strong></td>
<td><em>Creativity and the Entrepreneurial Mindset:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>MGMT 605 (1.5)</strong></td>
<td><em>Leading with Integrity:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>ACCT 605 (3.0)</strong></td>
<td><em>Performance Management and Accounting Controls:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>ECON 605 (1.5)</strong></td>
<td><em>Business and Public Policy in a Global Economy:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>MKTG 605 (1.5)</strong></td>
<td><em>Marketing Strategy:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>FIN 605 (1.5)</strong></td>
<td><em>Financial Management:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>OPRE 605 (1.5)</strong></td>
<td><em>Business Analytics:</em></td>
<td>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</td>
</tr>
<tr>
<td><strong>INSS 605 (3.0)</strong></td>
<td><em>IT for Business Transformation:</em></td>
<td>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.</td>
</tr>
<tr>
<td><strong>MGMT 790 (3.0)</strong></td>
<td><em>Strategic Management Capstone:</em></td>
<td>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</td>
</tr>
<tr>
<td>Course</td>
<td>Title</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
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<td>-------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>FIN 615 (1.5)</strong></td>
<td><strong>Entrepreneurial Finance</strong></td>
<td>Provides intermediate-level coverage of topics in venture capital and private equity, asset allocation, security risk and pricing, decision-making and nonpublic corporate finance.</td>
</tr>
<tr>
<td><strong>FIN 625 (1.5)</strong></td>
<td><strong>Corporate Finance</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>MGMT 615 (3.0)</strong></td>
<td><strong>Managing in a Dynamic Environment</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>MGMT 625 (3.0)</strong></td>
<td><strong>Collaboration, Negotiation and Conflict Management</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>OPM 615 (3.0)</strong></td>
<td><strong>Innovation and Project Management</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>OPM 625 (3.0)</strong></td>
<td><strong>Operations and Supply Chain Management</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>MKTG 615 (1.5)</strong></td>
<td><strong>Entrepreneurial Marketing</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>MKTG 625 (1.5)</strong></td>
<td><strong>Customers and Markets</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
# Course Mapping Redesigned MBA to Current MBA

## 3.3.2014

<table>
<thead>
<tr>
<th>Current MBA Curriculum</th>
<th>New MBA Curriculum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MBA Foundation</strong></td>
<td><strong>MBA Foundation Equivalents</strong></td>
</tr>
<tr>
<td>ACCT 504 (3.0)</td>
<td>ACCT 505 (1.5) Accounting Essentials</td>
</tr>
<tr>
<td><em>Introduction to Accounting</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
<tr>
<td>ECON 504 (3.0)</td>
<td>ECON 505 (1.5) MicroEconomics</td>
</tr>
<tr>
<td><em>Economics</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
<tr>
<td>FIN 504 (3.0)</td>
<td>FIN 505 (1.5) Essentials of Finance</td>
</tr>
<tr>
<td><em>Financial Management</em></td>
<td><em>prereq: ACCT 505 and ECON 505</em></td>
</tr>
<tr>
<td>MGMT 506 (3.0)</td>
<td>OPM 505 (1.5) Introduction to Operations Management</td>
</tr>
<tr>
<td><em>Operations and Supply Chain Management</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
<tr>
<td>MKTG 504 (3.0)</td>
<td>MKTG 505 (1.5) Marketing Essentials</td>
</tr>
<tr>
<td><em>Marketing Management</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
<tr>
<td>OPRE 504 (3.0)</td>
<td>OPRE 505 (1.5) Fundamentals of Statistics</td>
</tr>
<tr>
<td><em>Data Analysis and Decisions</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
</tbody>
</table>

## MBA Core (24 cr hrs) | MBA Required and Flex Core (24 cr hrs)
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 640 (3.0)</td>
<td>ACCT 605 (3.0) <em>Performance Management and Accounting Controls</em></td>
</tr>
<tr>
<td><em>Accounting for Managerial Decisions</em></td>
<td><em>prereq: ACCT 505</em></td>
</tr>
<tr>
<td>INSS 640 (3.0)</td>
<td>INSS 605 (3.0) <em>IT for Business Transformation</em></td>
</tr>
<tr>
<td><em>IT for Business Transformation</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
<tr>
<td>ECON 640 (3.0)</td>
<td>ECON 605 (1.5) <em>Business and Public Policy in a Global Economy</em></td>
</tr>
<tr>
<td><em>Economics, Public Policy, and Corporate Social Responsibility</em></td>
<td><em>prereq: ECON 505 and ECON 506</em></td>
</tr>
<tr>
<td>FIN 640 (3.0)</td>
<td>FIN 605 (1.5) <em>Financial Management</em></td>
</tr>
<tr>
<td><em>Corporate Finance</em></td>
<td><em>prereq: FIN 505, OPRE 505, and ECON 506</em></td>
</tr>
<tr>
<td>MGMT 600 (3.0)</td>
<td>MGMT 605 (1.5) <em>Leading with Integrity</em></td>
</tr>
<tr>
<td><em>Leading with Integrity</em></td>
<td><em>prereq: graduate standing</em></td>
</tr>
<tr>
<td>MKTG 640 (3.0)</td>
<td>MKTG 605 (1.5) <em>Marketing Strategy</em></td>
</tr>
<tr>
<td><em>Strategic Marketing in a Global Economy</em></td>
<td><em>prereq: MKTG 505</em></td>
</tr>
<tr>
<td>MGMT 660 (3.0)</td>
<td>OPM 615 (3.0) <em>Innovation and Project Management</em></td>
</tr>
<tr>
<td><em>Project Management</em></td>
<td><em>prereq: OPM 505</em></td>
</tr>
<tr>
<td>MGMT 700 (3.0)</td>
<td>MGMT 790 (3.0) <em>Strategic Management Capstone</em></td>
</tr>
<tr>
<td><em>Strategic Management in a Global Environment</em></td>
<td><em>Prereq: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 505</em></td>
</tr>
<tr>
<td>ENTR 605 (1.5)</td>
<td>ENTR 605 (1.5) <em>Creativity and the Entrepreneurial Mindset</em></td>
</tr>
<tr>
<td><em>Prereq: graduate standing</em></td>
<td><em>NEW: Required Core for Redesigned MBA</em></td>
</tr>
<tr>
<td>OPRE 605 (1.5)</td>
<td>OPRE 605 (1.5) <em>Business Analytics</em></td>
</tr>
<tr>
<td><em>Prereq: OPM 505 and OPRE 506</em></td>
<td><em>NEW: Required Core for Redesigned MBA</em></td>
</tr>
<tr>
<td>OPM 625 (3.0)</td>
<td>OPM 625 (3.0) <em>Operations and Supply Chain Management</em></td>
</tr>
<tr>
<td><em>Prereq: OPM 505</em></td>
<td><em>NEW: Choice option in Flexible Core for Redesigned MBA</em></td>
</tr>
<tr>
<td>MGMT 615 (3.0)</td>
<td>MGMT 615 (3.0) <em>Managing In a Dynamic Environment</em></td>
</tr>
<tr>
<td><em>Prereq: MGMT 605 or permission</em></td>
<td><em>NEW: Choice options in Flexible Core for Redesigned MBA</em></td>
</tr>
<tr>
<td>--or--</td>
<td>MGMT 625 (3.0) <em>Collaboration, Negotiation and Conflict Management</em></td>
</tr>
<tr>
<td><em>Prereq: MGMT 605</em></td>
<td></td>
</tr>
</tbody>
</table>

## MBA Electives/Specialization (12 cr hrs) | MBA Electives/Specialization (9 cr hrs)

## MBA Core + Electives (36 cr hrs) | MBA Core + Electives (36 cr hrs)
Implementation of 1.5 Credit Classes for JMBA

Project Charter

Project Information

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

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 set up 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.>

<table>
<thead>
<tr>
<th>Description</th>
<th>How Likely</th>
<th>Impact</th>
<th>Mitigation</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.)</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>4.5</td>
</tr>
</tbody>
</table>

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.
Implementation of 1.5 Credit Classes for
JMBA
Project Charter

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.>

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

11.0 Project Resource Summary

**Estimate time required of IT Department Staff** (List each role and the number of hours required)

<table>
<thead>
<tr>
<th>Role (e.g. Developer, Analyst, Network Engineer)</th>
<th>Hours needed (e.g. x hrs/mon for x months; x hours total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager and eLearning Team Lead</td>
<td>160 hrs/mon for 9 months</td>
</tr>
<tr>
<td>eLearning Team</td>
<td>480 hrs/mon for 8 months</td>
</tr>
<tr>
<td>PeopleSoft Development</td>
<td>TBD (Depends on the reporting modifications needed)</td>
</tr>
</tbody>
</table>

**Estimate time required of other Organization Staff** (Add rows as needed)

<table>
<thead>
<tr>
<th>Role (e.g. Project Manager, Tester, Analyst)</th>
<th>Hours needed (e.g. x hrs/mon for x months; x hours total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PeopleSoft Team</td>
<td>500 hrs/mon for 3 months</td>
</tr>
<tr>
<td>Reporting Team</td>
<td>80 hrs/mon for 8 months</td>
</tr>
<tr>
<td>MSB/TU Redesign Teams</td>
<td>1840 hours (23 courses@80 hours each)</td>
</tr>
<tr>
<td>MSB and JMBA Team Leads</td>
<td>160 hrs/mon for 9 months</td>
</tr>
</tbody>
</table>

12.0 Project Procurement

<table>
<thead>
<tr>
<th>Procurement</th>
<th>Responsible/Party</th>
<th>Type</th>
<th>Estimate (salary + fringe)</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>eLearning Staff Addition for 2 designers until late August</td>
<td>Paul Walsh</td>
<td>Hire</td>
<td>$80,000</td>
<td>OTS/Provost</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Signature/Date</th>
<th>Name/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/29/14</td>
<td>Alex Davis / Senior Systems Analyst</td>
</tr>
</tbody>
</table>

CIO Approval

<table>
<thead>
<tr>
<th>Signature/Date</th>
<th>Name/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/24/14</td>
<td>David Bobart / CIO</td>
</tr>
</tbody>
</table>

Executive Sponsor Approval to Proceed with Project Execution

<table>
<thead>
<tr>
<th>Signature/Date</th>
<th>Name/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/31/14</td>
<td>Joseph Wood / Provost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signature/Date</th>
<th>Name/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/3/14</td>
<td>Miriam King / Senior Vice President of Enrollment Management and Student Affairs</td>
</tr>
</tbody>
</table>
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.