



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

See Course and Program Development Policy and Procedures ([www.ubalt.edu/provost](http://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 checked="" type="checkbox"/>	8. New Course
<input type="checkbox"/>	9. Deactivate Course
<input type="checkbox"/>	22. Other

PROGRAM ACTIONS	
<input 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 type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
b. OTS <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
c. University Relations <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
d. Admissions <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		
e. Records <input type="checkbox"/> no impact <input type="checkbox"/> impact statement attached		

**APPROVAL SEQUENCE** (review the list of necessary signatures):

Approval Level	Signature	Date
A. Department/Division (Chair)	<i>Topi Mersha</i>	12/5/13
B. General Education (for No. 7, 8)		
C. Final Faculty Review Body Within Each School (Chair)	<i>Ph. C. Stein, Jr.</i>	12/18/13
D. Dean	<i>Manly Oles</i>	12/5/13
E. University Faculty Senate (Chair)		
F. University Council (Chair) <sup>1</sup>		
G. Provost and Senior Vice President for Academic Affairs	<i>Chris A.</i>	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	

<sup>1</sup> 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](http://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 checked="" type="checkbox"/>	8. New Course
<input type="checkbox"/>	9. Deactivate Course
<input type="checkbox"/>	22. Other

PROGRAM ACTIONS	
<input 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):

Add a new course as an entrepreneurial option in the flexible MBA core effective Fall 2014; MGMT 615 (3.0 credit hours) - Managing in a Dynamic Environment

**SET FORTH THE RATIONALE FOR THIS PROPOSAL:**

New course for MBA redesign. See MBA program change documents for description of redesigned MBA program.



## DOCUMENT P: COURSE DEFINITION

See Course and Program Development Policy and Procedures (<http://www.ubalt.edu/template.cfm?page=257>) for instructions.

**1. DATE PREPARED – 11/25/2013**

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**2. PREPARED BY - Alan Randolph, Doug Sanford, and Susan Zacur**

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**3. DEPARTMENT/DIVISION – Management and International Business**

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**4. COURSE NUMBER(S) with SUBJECT CODE(S) – MGMT 615**

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**5. COURSE TITLE – Managing in a Dynamic Environment**

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**6. CREDIT HOURS – 3.0**

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**7. CATALOG DESCRIPTION -** 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.

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**8. PREREQUISITES - MGMT 605**

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**9. COURSE PURPOSE** (how the course is to be used in the curriculum; e.g., required for the major, elective, etc.) – Choice option in the MBA flexible core

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**10. GENERAL EDUCATION AREA** (if applicable; e.g., social sciences, humanities, mathematics, etc.)

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**11. COURSE TYPE/COMPONENT** (clinical, continuance, discussion, field studies, independent study, laboratory, lecture, practicum, research, seminar, supervision, thesis research, tutorial or workshop; **this must match PeopleSoft 9.0 coding, so check with your dean's office if you are unsure of the correct entry**) – Discussion, Case analysis

**12. FACULTY QUALIFIED TO TEACH COURSE – Academically qualified faculty**

**13. CONTENT OUTLINE -**

Class #	Mode	Topics Covered	Readings/ Activities
Week 1	In-class	Introduction to managing people in a global and dynamic environment.	Text and supplemental reading
Week 2	In class	Learning to be a people centered manager who understands organizational culture.	Text and group exercise
Week 3	In class	Understanding the global dimension of management and how to manage in a global environment.	Text and case discussion
Week 4	In class	Understanding social perception and managing diversity plus learning to deal with individual differences.	Text and case discussion
Week 5	In class	Learning to appreciate and utilize individual differences to understand self and others	Text and self-analysis tools
Week 6	In class	Understanding the basics of motivating people and the power of goal setting.	Text and group exercises
Week 7	In-Class	Learning the implications of affirmative action and employment laws and regulations.	Text and case discussion
Week 8	In-Class	Learning about goal setting, evaluation, feedback, and rewards as part of an effective performance management system.	Text and goal setting exercise
Week 9	In-Class	Effective decision making and the effective utilization of teams.	Text and analysis of decision making styles plus group exercises
Week 10	In class	The basics of managing conflict and negotiating.	Text and assessment of preferred conflict styles
Week 11	In class	Effective communications that sustain and enhance effective interpersonal relationships.	Text and analysis of effective communication techniques in a high tech environment
Week 12	In class	Understanding power in organizations and how to use, plus how to deal with organizational politics.	Text and case discussion
Week 13	In class	Effective leadership and followership in organizations.	Text and assessment tools plus case discussion
Week 14	In class	Elements in the creation and design of effective organizations – how planning, organizing and controlling are built into organizational design.	Text and case discussion
Week 15	In class	Learn skills for managing organizational change and learning.	Text and case discussion
Week 16	In-class	Final paper due	

**14. LEARNING GOALS –**

- Analyze how planning, organizing, leading, and controlling functions enhance organizational performance.
- Assess how rewards, appraisals, effective feedback, and goal setting can be used to enhance organizational performance management and evaluation systems.
- Assess the major managerial implications of affirmative action and employment laws & regulations.
- Analyze the impact of a dynamic, complex, global work environment on management.
- Apply decision-making skills to planning, strategy, and organizational structure design.
- Analyze the interpersonal aspects of building and sustaining effective interpersonal relationships with superiors, colleagues and subordinates, and their effect on management.
- Evaluate what leaders, managers and participants can do to build and sustain effective teams and workgroups.
- Compare techniques of effective leadership and followership so that positive outcomes are achieved while making effective use of power bases and organizational politics.
- Formulate a response to address new demands on an organization through an analysis of organizational culture and an ability to lead organizational change.

- Describe how control and culture, employee motivation, leadership, effective team management and effective management of human resources contribute to organizational performance.
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**15. ASSESSMENT STRATEGIES**

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**16. SUGGESTED TEXT(S) and MATERIALS (e.g. textbooks, equipment, software, etc., that students must purchase) –**

Books suggested as good example texts – one OB and one HR text required:

OB suggested texts:

- Kinicki, Angelo and Kreitner, Robert (2012) Organizational Behavior: Key Concepts, Skills and Best Practices. New York: McGraw-Hill. ISBN-13 9780078137204.

OR

- Pierce, Jon L., Newstrom, John (2011) The Manager's Bookshelf: A Mosaic of Contemporary Views (9<sup>th</sup> edition). Upper Saddle River, N.J.: Prentice Hall. ISBN-13 9780136122500.

HR suggested text:

- Dessler, Gary (2013) Human Resource Management. New York: Pearson Education. 9780273766025 (International Edition)
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**17. SPECIAL GRADING OPTIONS (if applicable)**

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**18. SUGGESTED CLASS SIZE – Maximum 3**

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**19. LAB FEES (if applicable)**

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