



**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 Mensher</i>	12/5/13
B. General Education (for No. 7, 8)		
C. Final Faculty Review Body Within Each School (Chair)	<i>John S. Stein, Jr.</i>	12/11/13.
D. Dean	<i>Marilyn Clark</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>Curtis</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 for the required MBA core effective Fall 2014; MGMT 790 (3.0 credit hours) - Strategic Management Capstone

**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** - October 22, 2013

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**2. PREPARED BY** - Donald E. Hatfield (UB)

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**3. DEPARTMENT/DIVISION** - Merrick School of Business/Department of Management & International Business (UB)

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**4. COURSE NUMBER(S) with SUBJECT CODE(S)** - MGMT 790

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**5. COURSE TITLE** - Strategic Management Capstone

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**6. CREDIT HOURS** - 3.0

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**7. CATALOG DESCRIPTION** - 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.

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**8. PREREQUISITES** - ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 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.) - Required MBA core course.

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**10. GENERAL EDUCATION AREA** (if applicable; e.g., social sciences, humanities, mathematics, etc.) - Not applicable.

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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**) - Lecture

**12. FACULTY QUALIFIED TO TEACH COURSE** - David Lingelbach, Kalyanmal Singhal, Susan R. Zacur, Tigineh Mersha, and Don Hatfield (UB), Doug Ross (Towson)

**13. CONTENT OUTLINE –**

Week	Content	Assignment or Activity
1	What is Strategy (the concept of strategy, and the measurement of performance)	Readings, in class experiential exercise
2	Macro forces, and Industry Analysis	Readings, Case discussion, Quiz
3	Industry Analysis	Readings, Case write-up & discussion
4	Resources & Capabilities	Readings, Application discussion, Role playing exercise, Quiz
5	Generic Strategies	Readings, Application discussion, Quiz
6	Dealing with Uncertainty	Readings, Case write-up & discussion
7	Industry Evolution	Readings, Application discussion, Quiz
8	Anticipating the Future	Readings, Case write-up & discussion
9	The Boundaries of the Organization	Readings, Application discussion, Quiz
10	International Strategy	Readings, Case write-up & discussion
11	Corporate Strategy	Readings, Application discussion, Quiz
12	Team Presentations	Case Write-up & Presentations
13	Experiential Projects	Experiential project presentations & discussion
14	Course Review	Experiential projects write-up due!
15	Final Exam	Case exam

**14. LEARNING GOALS –**

1. Appraise an organization's capabilities and strategic position with regard to how each fit with the organization's ability to capture value (Analysis).
2. Judge the degree to which an organization's structure and controls encourages projects which match the organization's exploitation and exploration needs (Evaluate).
3. Design a set of implementation steps for an organization to change its strategy (Create).
4. Identify key environmental factors that influence strategic decision-making and organizational (or proposed organizational) performance (Understanding).

**15. ASSESSMENT STRATEGIES –**

1. Simulate management discussions identifying key problems faced by firms (case discussions).
2. Brief quizzes over key concepts and frameworks.
3. Presentations indicating the need for change, and implementation steps required to achieve a new organizational strategy.
4. Use of both short memos which force managerial focus on the key issues, and formal write-ups which allow more depth of discussion.
5. Use of both cases which provide the common language for managers and unique experiential projects which provide a customized understanding of strategy.
6. Evaluate and provide constructive feedback to other teams' presentations.
7. Final Exam applying key course frameworks.

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

1. Grant, R. M. (2013). Contemporary strategy analysis. Hoboken, NJ: Wiley. 8th edition. Cost (used paperback): \$50-60
2. Instructor Selected Cases from Harvard Business School and its partners (see [hbsp.harvard.edu](http://hbsp.harvard.edu), cost: \$4-\$7 per case, total cost of \$30-\$60).

Alternative textbooks or materials:

1. Barney, J. B. (2011). Gaining and sustaining competitive advantage. Upper Saddle River, NJ: Pearson. 4th Edition, Cost (used paperback): \$25-30.
2. Saloner, G., Shepard, A., & Podolny, J. M. (2005). Strategic management. New York: John Wiley. 1st edition (hardcopy 1st edition was 2001). Cost (used paperback): \$65-\$70
3. Walker, G. (2007). Modern competitive strategy. Boston, Mass.: McGraw-Hill. 3rd edition. Cost (used paperback): \$40-60.

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**17. SPECIAL GRADING OPTIONS** (if applicable) - Not applicable.

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**18. SUGGESTED CLASS SIZE** - Maximum 30.

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**19. LAB FEES** (if applicable) - Not applicable.

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