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: Tigineh Mersha PHONE: ext. 4965

DEPARTMENT/DIVISION: Management and International Business DATE PREPARED: 11/25/13

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:

MGMT 790

Original Course Title:
Strategic Management Capstone

SELECT 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
22. 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 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 AND SIGNATURES):

☑ 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>
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<tbody>
<tr>
<td>a. Library</td>
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<td>□ no impact</td>
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<td>b. OTS</td>
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<td>c. University Relations</td>
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<td>e. Records</td>
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APPROVAL SEQUENCE (review the list of necessary signatures):

<table>
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<tr>
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<tbody>
<tr>
<td>A. Department/Division (Chair)</td>
<td>Topi Mershon</td>
<td>12/5/13</td>
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<tr>
<td>B. General Education (for No. 7, 8)</td>
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<td>C. Final Faculty Review Body Within Each School (Chair)</td>
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<td>12/4/13</td>
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<td>D. Dean</td>
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<td>12/5/13</td>
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<td>E. University Faculty Senate (Chair)</td>
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<td>F. University Council (Chair)(^1)</td>
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<tr>
<td>G. Provost and Senior Vice President for Academic Affairs</td>
<td></td>
<td>4-2-14</td>
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<td>H. President</td>
<td></td>
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<td>I. Board of Regents (notification only)</td>
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<td>J. Board of Regents (approval)</td>
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<td>K. MHEC (notification only)</td>
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<td></td>
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<tr>
<td>L. MHEC (approval)</td>
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<tr>
<td>M. Middle States Association notification</td>
<td>Required only if the University’s mission is changed by the action</td>
<td></td>
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</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 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: Tigineh Mersha  PHONE: ext. 4965

DEPARTMENT/DIVISION: Management and International Business  DATE PREPARED: 11/25/13

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

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

○ COURSE ACTIONS

Original Subject Code/Course Number: MGMT 790
Original Course Title: Strategic Management Capstone

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:

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

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)
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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
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.
1. DATE PREPARED - October 22, 2013

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

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

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

5. COURSE TITLE - Strategic Management Capstone

6. CREDIT HOURS - 3.0

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.

8. PREREQUISITES - ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605

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.

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

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

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) –

2. Instructor Selected Cases from Harvard Business School and its partners (see hbsp.harvard.edu, cost: $4-$7 per case, total cost of $30-$60).

    Alternative textbooks or materials:

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

18. SUGGESTED CLASS SIZE - Maximum 30.

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