

ROWAN UNIVERSITY CURRICULUM PROPOSAL

PROPOSAL TITLE:

Integrative Managerial Skills

C501-518

~~C501-518~~

CHECK APPROPRIATE: UNDERGRADUATE GRADUATE 4.5 SEMESTER HOURS

SPONSOR(S): Dilip Mirchandani, Berhe Habte-Giorgis, Larissa Kyj, Jooh Lee, Robert Fleming, Thomas Michael, Chee Ng, and Kinble Byrd

DEPARTMENT/TELEPHONE # College of Business/256-4048

CHECK ONE: COURSE MINOR PROGRAM CONCENTRATION SPECIALIZATION
 ACHIEVEMENT CERTIFICATE CERTIFICATION PROGRAM MAJOR PROGRAM

Step #1 (Department)	Step #2 (Receipt)	Step #3 (School)
<p>10/10/97 Approved (Date) <input type="checkbox"/> Not Approved (Date)</p> <p><i>Berhe Habte-Giorgis 10/24/97</i> MBA Chr. Curriculum Chr.</p> <p>Reviewed (Date)</p> <p><i>Ala Mirchandani 10/24/97</i> Dept. Chr.</p>	<p>SCC# 97-98-<u>193A</u></p> <p><u>10-24-97</u> Date Received Senate</p> <p><i>S. Reeves</i> Senate Curriculum Chr.</p>	<p>Reviewed Date: <u>11/16/97</u></p> <p><input checked="" type="checkbox"/> Recommend to Approve <input type="checkbox"/> Recommend NOT to Approve</p> <p>Forward for Open Hearing: <input checked="" type="checkbox"/> WITHOUT Reservations <input type="checkbox"/> WITH Reservations:</p> <p>Comments:</p> <p><i>[Signature]</i> School Committee Chr.</p>

Step #4 (Academic Dean): Recommended NOT Recommended Conditionally Recommended (See Comments)

Comments:

Dean Signature/Date *[Signature]* 11/21/97

Step #5 (Senate Curriculum Committee): Open Hearing Date 12/12/97 Approved by Curriculum Committee Date 12/12/97

Returned to Sponsor(s) for the following reason:

Step #6 (Senate) Date announced/voted on at Senate 12/14/97 If voted on: Approved NOT Approved

Forwarded to Executive Vice President/Provost _____

Senate Curriculum Committee chair Signature/Date: *S. Reeves* 1/12/98



NEW COURSE PROPOSAL
INTEGRATIVE MANAGERIAL SKILLS

1. Details

- a. Course Title: Integrative Managerial Skills
- b. Sponsors: Dilip Mirchandani, Berhe Habte-Giorgis, Larissa Kyj, Jooh Lee, Robert Fleming, Thomas Michael, Chee Ng, Kimble Byrd
- c. Credit Hours: 4.5 credit hours
- d. Course Level: Graduate
- e. Prerequisites: Admission to the MBA degree program
- f. Suggested time and scale of implementation: One section to be offered each semester beginning in the fall of 1998
- g. Curricular Effect: Required of all MBA students
- h. Adequacy of the present staff, resources, space needs, and any other additional requirements for implementation: The proposed change will not require any additional resources. One 3 credit hour course, Quantitative Methods for Business Decision Making, has been deleted from the list of courses required in the MBA program.
- i. Recommended Library Resources: No new resources will be required.
- j. Short-term Evaluations: Assessment will be done each semester the course is taught. Faculty teaching the course will conduct learning outcomes assessment and effect change as needed.

2. Rationale

A perennial concern in the MBA curriculum is how to achieve integration of a wide range of disciplines and knowledge, which a manager must understand in order to function competently. The traditional framework of the MBA curriculum consisted of a series of courses in accounting, finance, organizational behavior, production management, business policy and strategy, marketing, management information systems, business and society, ethics, law, and quantitative methods.

Under the urging of the American Assembly of Collegiate Schools of Business, a new framework is being advanced which emphasizes an integrated approach to curriculum development. Such integration must go beyond the sharing of common course materials to demonstrate a high degree of pedagogical coordination across various disciplines and among all faculty members. As a result of the new AACSB initiatives, a growing number of MBA programs in the area have already modified their curricula to reflect greater integration.

Our approach will be based on the premise that each of the disciplines can disaggregate the content and skills into appropriate modules. These modules, from the various disciplines, may then be recombined in new ways to offer the kind of integration required of future managers.

The proposed course will be presented as a “keystone course” in which the skills, tools, and issues necessary for further study will be developed and extended. This keystone course will be the first course in the program and will provide a common starting point for all students. It may be taken concurrently with a number of specified discipline-based courses. These skills will include information systems, financial ratios, behavioral, presentation, team building, quantitative analysis, critical thinking, written communication, legal and ethical, library research including electronic data bases and internet research.

3. Essence of the course

a. The Objectives

As a result of this course students will:

1. Use skills in information systems, software tools and databases to manage information necessary to make decisions about business issues.
2. Integrate knowledge of financial, marketing, production, and human resource management in solution of business problems.
3. Understand the relevance of legal and ethical issues as they impact on the conduct of business.
4. Understand how and when to use team building to facilitate effective management.
5. Develop understanding and interest in keeping up with change in the workplace, the market, and the world at large.

b. Topical outline/contents

Segment # 1

Theory of the Firm – General Systems Theory

People and Organizational Issues.

Interpersonal, Team and Leadership Skills

1. Goal Setting
2. Role Analysis
3. Procedures
4. Interpersonal Relationships
5. Understanding Group Development

Financial Analysis

1. Time value of money
Some must-know practical applications
2. Risk and return
3. Use of disclosure data base
4. Analysis of financial statements
5. Trend analysis
6. Ratio Analysis

Integrative Case 1 - Focus will be on human resources, financial and material resources, and information system

Segment # 2

Customer Orientation, Quality Issues

1. Role of Marketing within a corporation
2. Cross-functional team approach to marketing management
3. Customer Orientation
4. Customer Satisfaction and Quality Issues
5. New Product Development and Impact on the firm's performance
6. Sales forecasting as an integrative tool in the operations of a firm

Legal, Regulatory Issues

1. History and mechanisms of the legal system
2. Foundation of business regulation
3. Relationship of organizational structure on operations of the firm
4. Legal aspects of financial markets
5. Tort and consumer liability
6. Environmental and ethical issues in business

Global Issues

1. Overview of variations in national political economies
2. Overview of global and regional trade regimes
3. Patterns in, and importance of, global trade and investment flows
4. Overview of framework(s) for understanding cultural differences

Also, an introduction to relevant electronic global databases and internet sources pertaining to the above mentioned topics will be included.

Integrative Case 2 – Primary focus on the role of marketing as a force of cross-functional integration in the firm, customer orientation, and legal/global issues.

Segment #3

Basic quantitative and decision making

1. Basic algebraic, matrix and summations functions
2. Basic probability concepts and tools
3. Basic descriptive statistics
4. Use of information in decision making
5. Skills in critical thinking

Organizational Change

1. Understanding of sources of resistance to change and strategies for overcoming resistance
2. Understanding of phases of organizational change processes
3. Strategies for intervention

Communication

Integrative Case 3 – Primary focus on decision making and resistance to change

c. Evaluation and Grading

Students in this course may be evaluated on the following basis:

1. Written and oral presentation of major case studies
2. Term or project paper, or other major written assignment
3. Book and article reviews
4. Written tests
5. Individual participation in class discussion

d. Course evaluation

Evaluation methods currently in use in the MBA program for all courses will be applied to this course. They include outcomes assessment of skills and themes, student evaluation of instructions. During the first two years instructors will individually and in teams evaluate the effectiveness of the course and take corrective action.

4. Consultation

The proposal presented here was developed by a committee representing all specializations in the College of Business. The committee studied practices of schools comparable in size and mission to Rowan before it arrived at a concrete proposal. Also, see attached consultations.

CATALOG DESCRIPTION

INTEGRATIVE MANAGERIAL SKILLS

This course serves as a keystone course for the MBA program. Key skills, tools, and issues necessary for further study will be developed and extended. Course topics and techniques include information systems, financial ratios, behavioral, presentation, team building, quantitative analysis, critical thinking, written communication, legal and ethical issues, and library research including electronic data bases and internet research.

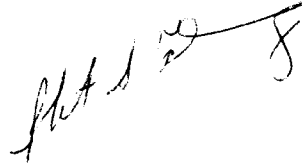
ROWAN

Management & Management Information Systems

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TO: Dilip Mirchandani, MBA Director
From: Robert S. Fleming, Chair, Management & MIS Department
Date: October 17, 1997
Subject: Integrative Managerial Skills Course Proposal



I have reviewed the course proposal developed by the MBA Curriculum Revision Committee for the Integrative Managerial Skills course. On behalf of the Department of Management & MIS, I would communicate our support for this course. This course should be an integral component of the revised MBA program.

Should I be able to provide further support for this proposal, please feel free to contact me.

ROWAN

To: Dilip Mirchandani, MBA Director

From: Berhe Habte-Giorgis, Chair, Marketing Department

BHG

Date: 10/17/97

Re: Integrative Managerial Skills

On behalf of the Department of Marketing, I would like to express our support for the new course. The course will enable MBA students to view the coursework in the program as part of an integrated whole. It will solve the "silo effect"; a problem often expressed by AACSB and other program reviewers. Definitely, AACSB will view our move favorably. As participants in the teaching of the course, we will do our best to make it a success.



To: Dilip Mirchandani, MBA Director

From George C. Romeo, Chair of Accounting/Finance

Date October 20, 1997

I am happy to report that the faculty members of the Accounting/Finance Department are in support of the new course proposal developed by the MBA Curriculum Revision Committee for the Integrative Managerial Skills course. It should be a valuable addition to the curriculum for all MBA majors.