

April 2011

Baruch College

Chancellor’s University Report – Part A: Academic Matters

PART A: ACADEMIC MATTERS

The following recommendations of the Committee on Undergraduate Curriculum were approved at the Mildred and George Weissman School of Arts and Sciences Faculty Meeting on February 23, 2010 effective the Spring 2011 semester, pending approval of the Board of Trustees.

Section AIII: Changes in Degree Programs

AIII:10.1a. The following revisions are proposed for the Tier III Interdisciplinary Minor in Environmental Sustainability

FROM: Tier III Interdisciplinary Minor in Environmental Sustainability			TO: Tier III Interdisciplinary Minor in Environmental Sustainability		
<p>The Department of Natural Sciences, the Weissman School of Arts and Sciences, and the Zicklin School of Business offer a joint interdisciplinary program in Environmental Sustainability that satisfies Baruch College’s “Tier III” liberal arts requirement. The Environmental Sustainability minor is an interdisciplinary program suitable for both business and liberal arts students who have an interest in developing a critical understanding of interactions between human society and the broader global ecosystem. The program emphasizes economic, legal, and philosophical issues of environmental sustainability.</p> <p>To satisfy the Tier III Minor in Environmental Sustainability (11 to 12 credits) students must take one course at the 3000-level or above in environmental studies (ENV) offered by the Department of Natural Sciences, any other course from the electives listed below, and the required capstone course (ENV 4900).</p>			<p>The Department of Natural Sciences, the Weissman School of Arts and Sciences, and the Zicklin School of Business offer a joint interdisciplinary program in Environmental Sustainability that satisfies Baruch College’s “Tier III” liberal arts requirement. The Environmental Sustainability minor is an interdisciplinary program suitable for both business and liberal arts students who have an interest in developing a critical understanding of interactions between human society and the broader global ecosystem. The program emphasizes economic, legal, and philosophical issues of environmental sustainability.</p> <p>To satisfy the Tier III Minor in Environmental Sustainability (11 to 12 credits) students must take one course at the 3000-level or above in environmental studies (ENV) offered by the Department of Natural Sciences, any other course from the electives listed below, and the required capstone course (ENV 4900).</p>		
Course	Description	Crs	Course	Description	Crs
Program Prerequisite:			Program Prerequisite:		
ENV 1020	Principles of Ecology	4	ENV 1020	Principles of Ecology	4
Required Capstone Course:			Required Capstone Course:		
ENV 4005	Ecosystem Sustainability	4	ENV 4005	Ecosystem Sustainability	4
	or			or	
ENV 4900	Topics in Environmental Science	4	ENV 4900	Topics in Environmental Science	4
Electives:			Electives:		
BIO/ENV 3009	Conservation Biology and Sustainable Development	4.5	BIO/ENV 3009	Conservation Biology and Sustainable Development	4.5

BIO 3020	Biology of Invertebrates	4	BIO 3020	Biology of Invertebrates	4
BIO 3040	Plants in Action	4	BIO 3040	Plants in Action	4
BIO/ENV 3050	Freshwater Ecology	4	BIO/ENV 3050	Freshwater Ecology	4
ENV 3001	Introduction to Environmental Science	4	ENV 3001	Introduction to Environmental Science	4
ENV 3002	Energy Conservation	4	ENV 3002	Energy Conservation	4
ENV 3003	Human Conservation	4	ENV 3003	Human Conservation	4
ENV 3005	Economic and Legal Aspects of Ecology	4	ENV 3005	Economic and Legal Aspects of Ecology	4
ENV 3008	Air and Water Pollution	4	ENV 3008	Air and Water Pollution	4
ENV 3015L/3015	Tropical Reef Ecology (Lecture and Lab)	4	ENV 3015L/3015	Tropical Reef Ecology (Lecture and Lab)	4
ECO 3511	Contemporary Economic Development	3	ECO 3511	Contemporary Economic Development	3
GEOG 3009	Introduction to Human Geography	3	GEOG 3009	Introduction to Human Geography	3
GEOG 3036	World Regional Geography	3	GEOG 3036	World Regional Geography	3
JRN 3800	Environmental Reporting	3	JRN 3800	Environmental Reporting	3
LAW 3122	Law and the Environment*	3	LAW 3122	Law and the Environment*	3
PHI 3200	Environmental Ethics	3	<u>LAW 3400</u>	<u>Law, Business and Sustainability*</u>	3
POL 3317	The Politics of Energy and the Environment	3	PHI 3200	Environmental Ethics	3
			POL 3317	The Politics of Energy and the Environment	3
*For the purposes of this program, this course counts as an Arts and Sciences course.			*For the purposes of this program, this course counts as an Arts and Sciences course.		

Rationale: LAW 3400 was approved by the Weissman faculty for inclusion in the minor during the Spring 2010 semester, but this information was inadvertently omitted from the new course listing in the June 2010 CUR. This course covers both the theoretical background of sustainability and current practical developments by analyzing current legal requirements and business case studies.

All:10.2a. The following revisions are proposed for the Tier III Minor in Law and Policy

FROM: Tier III Minor in Law and Policy	TO: Tier III Minor in Law and Policy
The Department of Law at the Zicklin School of Business and the Weissman School of Arts and Sciences offer a joint interdisciplinary program in law and policy that satisfies Baruch College's Tier III liberal arts requirement. The law and policy concentration is suitable for both liberal arts and business students who have an interest in developing a critical, multidisciplinary understanding of the U.S. legal system. This program focuses on analyzing the legal system from various liberal arts and jurisprudential perspectives and thus draws heavily on philosophical, historical, sociological, and political insights about law and individual rights.	The Department of Law at the Zicklin School of Business and the Weissman School of Arts and Sciences offer a joint interdisciplinary program in law and policy that satisfies Baruch College's Tier III liberal arts requirement. The law and policy concentration is suitable for both liberal arts and business students who have an interest in developing a critical, multidisciplinary understanding of the U.S. legal system. This program focuses on analyzing the legal system from various liberal arts and jurisprudential perspectives and thus draws heavily on philosophical, historical, sociological, and political insights about law and individual rights.

To satisfy the Tier III concentration in law and policy, students must first take two of the courses listed below from the Weissman School of Arts and Sciences and then take one of the capstone courses offered by Department of Law.			To satisfy the Tier III concentration in law and policy, students must first take two of the courses listed below from the Weissman School of Arts and Sciences and then take one of the capstone courses offered by Department of Law.		
Course	Description	Crs	Course	Description	Crs
Required Capstone Course:			Required Capstone Course:		
LAW 4900	Law, Public Policy and Legal Theory	3	LAW 4900	Law, Public Policy and Legal Theory	3
	or			or	
LAW 4905	U.S. Immigration Law and Policy	3	LAW 4905	U.S. Immigration Law and Policy	3
Electives:			Electives:		
BLS/SOC 3014	Civil Rights Legislation and Litigation	3	BLS/SOC 3014	Civil Rights Legislation and Litigation	3
ENV 3005	Economic and Legal Aspects of Ecology	4	ENV 3005	Economic and Legal Aspects of Ecology	4
HIS/POL 3005	Social Welfare Policy	3	HIS/POL 3005	Social Welfare Policy	3
HIS/POL/REL 3008	Religion and Politics in the United States	3	HIS/POL/REL 3008	Religion and Politics in the United States	3
HIS 3060	African American History	3	HIS 3060	African American History	3
HIS 3650	Women in America	3	HIS 3650	Women in America	3
JRN 3220	Media Ethics	3	JRN 3220	Media Ethics	3
LAW 3122	Law and the Environment*	3	LAW 3122	Law and the Environment*	3
PHI 3020	Philosophy of Law	3	<u>LAW 3400</u>	<u>Law, Business and Sustainability*</u>	3
PHI 3260	Crime and Punishment	3	PHI 3020	Philosophy of Law	3
POL 3313	Constitutional Law	3	PHI 3260	Crime and Punishment	3
POL 3314	Civil Liberties	3	POL 3313	Constitutional Law	3
POL 3422	Urban Public Policy	3	POL 3314	Civil Liberties	3
PSY 3069	Psychology and Law	3	POL 3422	Urban Public Policy	3
SOC 3154	Crime and Justice in Sociological Perspective	3	PSY 3069	Psychology and Law	3
			SOC 3154	Crime and Justice in Sociological Perspective	3
*For the purposes of this program, this course counts as an Arts and Sciences course.			*For the purposes of this program, this course counts as an Arts and Sciences course.		

Rationale: LAW 3400 was approved by the Weissman faculty for inclusion in the minor during the Spring 2010 semester, but this information was inadvertently omitted from the new course listing in the June 2010 CUR. This course covers both the theoretical background of sustainability and current practical developments by analyzing current legal requirements and business case studies.

The following recommendations of the Committee on Graduate Curriculum were approved at the Zicklin School of Business Faculty Meeting on February 17, 2011. These changes are effective as of spring 2012, pending approval of the Board of Trustees.

All:10.1b. The following revision is proposed for the MBA in Management (Concentration in Entrepreneurship) in the Zicklin School of Business

Program: MBA in Management

HEGIS Code: 0506.00

Program Code: 01922

Effective: Spring 2012

FROM: MBA in Management (Concentration in Entrepreneurship)			TO: MBA in Management (Concentration in Entrepreneurship)		
Course Description Crs			Course Description Crs		
Courses in Concentration (12 credits)			Courses in Concentration (12 credits)		
Required:			Required:		
MGT 9960 (formerly MGT 9860)	Entrepreneurial Strategy and Cases	3	MGT 9960 (formerly MGT 9860)	Entrepreneurial Strategy and Cases	3
Choose two courses from:			Choose two courses from:		
MGT 9962 (formerly MGT 9867)	Managing the Family Business	3	MGT 9962 (formerly MGT 9867)	Managing the Family Business	3
MGT 9963 (formerly MGT 9865)	Researching and Developing Entrepreneurial Ventures	3	MGT 9963 (formerly MGT 9865)	Researching and Developing Entrepreneurial Ventures	3
MGT 9964 (formerly MGT 9861)	Managing the Entrepreneurial Enterprise	3	MGT 9964 (formerly MGT 9861)	Managing the Entrepreneurial Enterprise	3
Choose one course from:			Choose one course from:		
ACC 9804	Intermediate Financial Accounting	4	MGT 9965	<u>Boards, Governance, and Leadership Within Entrepreneurial and Family Firms</u>	3
ACC 9806	Financial Statement Analysis and Reporting	3	MGT 9970	<u>Entrepreneurship and Community Development</u>	3
CIS 9444	E-Business Principles and Technologies	3	MGT 9971	<u>Gender Differences Among Entrepreneurial Leaders</u>	3
FIN 9774	Venture Capital and Entrepreneurial Finance	3	Choose one course from:		
FIN 9781	Managerial Finance	3	ACC 9804	Intermediate Financial Accounting	4
FIN 9783	Investment Analysis	3	ACC 9806	Financial Statement Analysis and Reporting	3
LAW 9105	Law and Entrepreneurship	3	CIS 9444	E-Business Principles and Technologies	3
LAW 9109	Law and the Entertainment Business	3	FIN 9774	Venture Capital and Entrepreneurial Finance	3
LAW 9708	Law and E-Business	3	FIN 9781	Managerial Finance	3
LAW 9800	Intensive Survey of Business Contracts and Law of Corporations	4			
MGT 9400	Human Resource Management	3			
MGT 9961 (formerly MGT 9862)	Analysis of Entrepreneurial Experiences	3			
MGT 9962 (formerly MGT 9867)	Managing the Family Business	3			
MGT 9963 (formerly	Research and Developing Entrepreneurial Ventures	3			

MGT 9865)			FIN 9783	Investment Analysis	3
MGT 9964 (formerly MGT 9861)	Managing the Entrepreneurial Enterprise	3	LAW 9105	Law and Entrepreneurship	3
MGT 9966 (formerly MGT 9866) (MKT 9781)	Internet and Entrepreneurship	3	LAW 9109	Law and the Entertainment Business	3
MGT 9967	Technology, Innovation, and Design in High-Growth Ventures	3	LAW 9708	Law and E-Business	3
MGT 9968 (formerly MGT 9868)	Entrepreneurial Communications: Selling and Negotiating	3	LAW 9800	Intensive Survey of Business Contracts and Law of Corporations	4
MGT 9969	Social Entrepreneurship Concepts and Cases	3	MGT 9400	Human Resource Management	3
MGT 9970	Entrepreneurship and Community Development	3	MGT 9961 (formerly MGT 9862)	Analysis of Entrepreneurial Experiences	3
MGT 9971	Women as Entrepreneurial Leaders: Gender Differences	3	MGT 9962 (formerly MGT 9867)	Managing the Family Business	3
MGT 9975 (formerly MGT 9875) (RES 9980)	Real Estate Entrepreneurship	3	MGT 9963 (formerly MGT 9865)	Research and Developing Entrepreneurial Ventures	3
MGT 9979 (formerly MGT 9864)	Seminar in Entrepreneurship	3	MGT 9964 (formerly MGT 9861)	Managing the Entrepreneurial Enterprise	3
MKT 9701	Advertising and Marketing Communications	3	MGT 9965	<u>Boards, Governance, and Leadership Within Entrepreneurial and Family Firms</u>	3
MKT 9702	Marketing Research	3	MGT 9966 (formerly MGT 9866) (MKT 9781)	Internet and Entrepreneurship	3
MKT 9716	Consumer Behavior	3	MGT 9967	Technology, Innovation and Design in High- Growth Ventures	3
MKT 9750	Marketing Strategy	3	MGT 9968 (formerly MGT 9868)	Entrepreneurial Communications: Selling and Negotiating	3
MKT 9764	Internet Marketing and Global Business	3	MGT 9969	Social Entrepreneurship: Concepts and Cases	3
PAF 9130	Economic Analysis and Public Policy	3	MGT 9970	Entrepreneurship and Community Development	3
PAF 9136	Urban Economic Development	3	MGT 9971	<u>Gender Differences Among Entrepreneurial Leaders</u>	3
PAF 9141	Community Development: History, Present, and Future	3			
PAF 9143	"Greening" and Growing Cities: Sustainability and Public Policy Options	3			
PAF 9150	Introduction to the Nonprofit Sector	3			
PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3			
PAF 9152	Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations	3			
RES 9776 (FIN 9776)	Real Estate Finance	3			
RES 9800	Real Estate Valuation and Market Analysis	3			

RES 9850	Real Estate Capital Markets	3	MGT 9975 (formerly MGT 9875) (RES 9980)	Real Estate Entrepreneurship	3
			MGT 9979 (formerly MGT 9864)	Seminar in Entrepreneurship	3
			MKT 9701	Advertising and Marketing Communications	3
			MKT 9702	Marketing Research	3
			MKT 9716	Consumer Behavior	3
			MKT 9750	Marketing Strategy	3
			MKT 9764	Internet Marketing and Global Business	3
			PAF 9130	Economic Analysis and Public Policy	3
			PAF 9136	Urban Economic Development	3
			PAF 9141	Community Development: History, Present, and Future	3
			PAF 9143	"Greening" and Growing Cities: Sustainability and Public Policy Options	3
			PAF 9150	Introduction to the Nonprofit Sector	3
			PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3
			PAF 9152	Fund Raising and Grants Administration in Not-for- Profit and Voluntary Organizations	3
			RES 9776 (FIN 9776)	Real Estate Finance	3
			RES 9800	Real Estate Valuation and Market Analysis	3
			RES 9850	Real Estate Capital Markets	3

Rationale: At the graduate level, we have recently expanded our curriculum, essentially doubling the number of courses offered when compared to our previous course offerings. We now have a wide array of entrepreneurship elective courses which include: internet and entrepreneurship; technology, innovation and design; entrepreneurial conversations relative to selling and negotiating; social entrepreneurship; community development; gender differences; and boards, governance and leadership. Since the addition of these seven elective entrepreneurship graduate courses, we have taught all of these courses for both our entrepreneurship students and other Zicklin MBA and MS students. There continues to be interest in this full range of new

entrepreneurship courses. Moreover, whether students start firms, enter a family firm or work in/for a large corporation, it is important to have a wider set of skills and background in today's economy. Therefore, we wish to integrate some of our new electives into our required course-set as additional choices within a new group of six courses.

Relative to the change in the required courses, students will first take MGT 9960 as the introductory course. Then students will be required to complete two additional courses out of six. In addition to MGT 9962, MGT 9963, and MGT 9964, three other electives will be added: MGT 9965, MGT 9970, and MGT 9971. Within the Electives category, MGT 9965 is also added. MGT 9971 is an existing course with a new title.

MGT 9962 is a family business course, MGT 9963 is a business plan writing course, and MGT 9964 is a business consulting course. The new course, MGT 9965 Boards, Governance, and Leadership Within Entrepreneurial and Family Firms, will be added because some of our students have already established and are operating businesses and would benefit from a course that assists them in establishing more structured governance, including boards. Adding MGT 9965, will allow our MBA students to understand the need for a wider and more diverse set of entrepreneurial business goals, including start-ups, extant businesses, and business growth and professionalism. Next, we will also add two courses that represent community development issues and special entrepreneurial populations; namely, MGT 9970 Entrepreneurship and Community Development and MGT 9971 Gender Differences Among Entrepreneurial Leaders. These two courses provide students with a much-needed connection between entrepreneurship and the context within which it operates.

Relative to MGT 9965 specifically, governance lies at the crux of all business entities, both entrepreneurial and the family firm. This course will enable graduate students to explore the nature of boards, governance and leadership within the start-up firm and as the firm grows, as well as the pivotal role governance and boards can play in the life of a family firm. This trilogy of boards, governance and leadership, can make the crucial difference between survival or not. Whether students start firms, enter a family firm, or work for a large corporation, it is important to understand how best to operate the business through leadership, governance, and boards. This course also enables students to learn how to develop governance in line with business growth and change over time, and also offers students insights about working with boards in entrepreneurial and family firms as well as within large corporations. This course will provide vital and valuable training for entrepreneurship majors and other Zicklin students who will become future business leaders. Zicklin graduates can provide a much needed diversity dimension to the boards of major corporations within the New York urban area and other venues nationwide.

Relative to MGT 9970 specifically, the "triple bottom-line" of business, family, and community resonates throughout our economy and country as we struggle to achieve and sustain economic recovery supported by the entrepreneurial venture. The history of business clearly shows that communities as well as families contribute to the start-up, growth, and maturity of businesses. Innovation and change are often initiated by new ventures, but these new ventures must capitalize on and coordinate with their environments to ensure their success and even their survival. Communities are and always have been integral and vital crucibles within which businesses operate and are sustained. Entrepreneurs must understand the communities within which they exist, both in terms of how they impact their community and how the community impacts them. This importance of community in relation to business is fundamental enough to warrant relocating our MGT 9970 course to be part of a required course choice-set in our MBA concentration in entrepreneurship. The relationship between entrepreneurship and community is an emerging theme in graduate business education, with only a handful of schools around the country addressing it. By including MGT 9970 among our required courses, our degree program and the Zicklin School will move to the forefront in this arena.

Finally and relative to MGT 9971 specifically, we also wish to add MGT 9971 as part of the required course choice-set within our MBA concentration in entrepreneurship. Women-owned businesses matter. Women entrepreneurs have played and are playing an active and robust role in the U.S. economy. From 1977 to 2002, the number of women-owned businesses grew by 824%. This course provides an overarching and comparative view of women-owned businesses that are generating this entrepreneurial activity. Women-owned businesses are a growing and increasingly important segment of our economy. As entrepreneurial leaders, woman owners can offer new managerial insights and unique behavioral patterns as well as efficiencies and effectiveness in business operations. Simply put, gender differences and comparisons among businesses provide insights to all owners and those they interact with. Moreover, in light of the growing role of women-owned businesses in the economy, it is important to give students the opportunity to learn how gender

difference often has impact on the experiences of entrepreneurs.

All:10.2b. The following revisions are proposed for the MS in Business Computer Information Systems in the Zicklin School of Business

Program: MS in Business Computer Information Systems

HEGIS Code: 0701.00

Program Code: 79233

Effective: Spring 2012

From: MS in Business Computer Information Systems	To: MS in <u>Information Systems</u>												
<p>Today's competitive business environment requires technologies that provide the strategic edge to build market share and that enable business operations to run at maximum efficiency. The computer information systems majors provide the technical and managerial skills that support these goals. Two degree programs are offered: the Master of Science in business computer information systems and the Master of Business Administration in computer information systems.</p> <p>The MS program is a concentration of 36 credits in major-related courses. It provides the concepts, strategies, and techniques necessary for this dynamic field. The program focuses on such technologies as database management systems and telecommunications and allows further study in areas of interest, such as information technology in the financial markets and e-business. The MS offers a more in-depth treatment of computer information systems, compared to the MBA. Also, the MS features an abbreviated business core curriculum of up to 17.5 credits (waivable in full or in part, for students with prior academic background).</p>	<p>Today's competitive business environment requires technologies that provide <u>companies with a strategic edge and enable businesses to run at maximum efficiency. The information systems majors provide students with the managerial and technological skills that support these goals.</u> Two degree programs are offered: the Master of Science in information systems and the Master of Business Administration in information systems.</p> <p>The MS program is a concentration of <u>30</u> credits in major-related courses. It provides the concepts, strategies, and techniques necessary for this dynamic field. The program focuses on <u>business areas driven by information technologies, including database management systems, e-business development, and analysis and design. The MS also provides study in other areas of interest, such as information technology in the financial markets and IT project management. The MS provides more in-depth treatment of information systems than the MBA. Also, the MS features an abbreviated business core curriculum of up to six credits (waivable in full or in part, for students with prior academic background).</u></p>												
Course Description Crs	Course Description Crs												
Preliminary Courses (43.5 credits)	Preliminary Courses (<u>6</u> credits)												
<p>Students with appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average.</p> <table border="0"> <tr> <td>ENG 8192</td> <td>Written English for International Students</td> <td>4.5</td> </tr> <tr> <td>ACC 9110</td> <td>Financial Accounting</td> <td>3</td> </tr> <tr> <td>CIS 9000</td> <td>Information Systems for Managers</td> <td>3</td> </tr> <tr> <td>FIN 9770</td> <td>Financial Decision Making</td> <td>3</td> </tr> </table>	ENG 8192	Written English for International Students	4.5	ACC 9110	Financial Accounting	3	CIS 9000	Information Systems for Managers	3	FIN 9770	Financial Decision Making	3	<p>Students with appropriate background will be able to reduce the number of credits in preliminary requirements. <u>English language courses offered by the Continuing and Professional Studies area are required for non-native English speakers; the courses may be waived based on a waiver exam.</u></p>
ENG 8192	Written English for International Students	4.5											
ACC 9110	Financial Accounting	3											
CIS 9000	Information Systems for Managers	3											
FIN 9770	Financial Decision Making	3											

MGT 9300	Management: A Behavioral Approach	3
PSY 9788	Psychological Processes in Organizations	3
Courses in Specialization (36 credits)		
Required (24 Credits)		
CIS 9310	Object-Oriented Programming I	3
CIS 9340	Principles of Database Management Systems	3
CIS 9350	Networks and Telecommunications	3
CIS 9365	Operating System Principles	3
CIS 9410	Object-Oriented Programming II	3
CIS 9490	Systems Analysis and Design	3
(Electives can be substituted for the above six courses given equivalent previous academic course background). Previously taken courses in CIS should be evaluated by the faculty advisor prior to registration.		
CIS 9590	Information Systems Development Project	3
Electives (15 credits)		
Choose five courses from:		
BUS 9801 – 9803	Graduate Internships I, II and III	3
CIS 9230	Globalization and Technology	3
CIS 9440	Database Management Systems II	3
CIS 9444	e-Business Principles and Technologies	3
CIS 9467	Microcomputers: Contemporary and Emerging Applications	3
CIS 9550	Emerging Trends in Information Technology	3
CIS 9555	Information Technology in Financial Markets	3
CIS 9556	Risk Management Systems	3
CIS 9610	Business Applications of Expert Systems Technology	3
CIS 9700	Integrating Information Technology and Business Processes	3
CIS 9760	Computer Simulation for Business Problem Solving	3
CIS 9771	Special Topics in Information Technologies	3
CIS 9776	Comparative Programming Languages	3
MGT 9610	Dynamics of Competition, Industry Structure, and Corporate Strategy	3
MGT 9730	Project Management: Strategic Design and Implementation	3
OPR 9721	Introduction to Quantitative Modeling	3

ACC 9110	Financial Accounting	3
FIN 9770	Financial Decision Making	3
Courses in Specialization (30 credits)		
Required (15 Credits)		
CIS 9000	Information Systems for Managers	3
CIS 9230	Globalization and Technology	3
CIS 9340	Principles of Database Management Systems	3
CIS 9490	Systems Analysis and Design	3
CIS 9590	Information Systems Development Project	3
Electives (15 credits)		
Choose five courses from:		
BUS 9801 – 9803	Graduate Internships I, II and III (in IS)	3
CIS 9310	Object-Oriented Programming I	3
CIS 9350	Networks and Telecommunications	3
CIS 9410	Object-Oriented Programming II	3
CIS 9440	Database Management Systems II	3
CIS 9444	e-Business Principles and Technologies	3
CIS 9467	Business Modeling with Spreadsheets	3
CIS 9480	Information Technology Project Management	3
CIS 9550	Emerging Trends in Information Technology	3
CIS 9555	Information Technology in Financial Markets	3
CIS 9556	Risk Management Systems	3
CIS 9700	Integrating Information Technology and Business Processes	3
CIS 9771	Special Topics in Information Technologies	3
CIS 9775	Special Topics in Information Systems Strategy	3
OPR	Introduction to Quantitative	3

9721	Modeling	
STA 9708	Applied Statistical Analysis for Business Decisions	3

Rationale: Since the last major revision of the MS program, the field of information systems has changed considerably in both industry and academic terms. Although the basic building blocks of information systems have remained the same, business needs have shifted to a much greater emphasis on “higher level” tasks, such as integrating information systems as part of the business strategy, business development through information technologies (IT), and improved implementation of business functions through analysis, design, and data modeling. In addition, information systems have been fundamental to the creation of the globalized economy. The changes in the curriculum, particularly in the required courses, for the MS reflect those shifts.

Students entering the MS program have grown up with computers, and many arrive at Baruch with previous IT experience, including programming. This higher “baseline” allows us to reconfigure the MS to focus on the strategic and managerial aspects of information systems. Because of that advanced background, we have reduced the list of required courses from six to five courses, with a greater emphasis on “technologist,” and not technical, skills; this allows those skilled students greater leeway in pursuing their professional interests. Students who have no background in computer programming can take programming courses, but programming is not a necessary skill for a successful business career in information systems.

We have increased the proportion of elective courses in the major. Part of this revision adds two courses to the list of electives: CIS 9480 Information Technology Project Management and CIS 9775 Special Topics in Information Systems Strategy. These courses are indicative of the program’s increased emphasis on the business aspects of information systems. We have moved a few courses from the “required” list to the “elective” list, and are removing several courses that the department no longer offers, and has not offered in some time.

We are changing the name of the program from “Business Computer Information Systems” to “Information Systems.” At one time, the current name was intended to differentiate our program from computer science programs. The business community now clearly understands the difference, and recognizes that information systems are integral and necessary components of businesses and other types of organizations—hence, the pithier program name. This is more consistent with the field’s terminology, and with our own MBA.

The total number of credits required by the program has been reduced to 30 credits, in line with current practice in the Zicklin School of Business and elsewhere for Business MS programs. In addition, we have cut the number of preliminary courses, again consistent with the other MS programs at Zicklin.

All:10.3b. The following revisions are proposed for the MS in Entrepreneurship in the Zicklin School of Business

Program: MS in Entrepreneurship

HEGIS Code: 0506.00

Program Code: 32946

Effective: Spring 2012

From: MS in Entrepreneurship	To: MS in Entrepreneurship
Course Description Crs	Course Description Crs
Courses in Specialization (30 credits)	Courses in Specialization (30 credits)
Required (45 credits):	Required (3 credits):

MGT 9960 (formerly MGT 9860)	Entrepreneurial Strategy and Cases	3	MGT 9960 (formerly MGT 9860)	Entrepreneurial Strategy and Cases	3
MGT 9961 (formerly MGT 9862)	Analysis of Entrepreneurial Experiences	3	Choose four courses from (12 credits)		
MGT 9962 (formerly MGT 9867)	Managing the Family Business	3	MGT 9961 (formerly MGT 9862)	Analysis of Entrepreneurial Experiences	3
MGT 9963 (formerly MGT 9865)	Researching and Developing Entrepreneurial Ventures	3	MGT 9962 (formerly MGT 9867)	Managing the Family Business	3
MGT 9964 (formerly MGT 9861)	Managing the Entrepreneurial Enterprise	3	MGT 9963 (formerly MGT 9865)	Researching and Developing Entrepreneurial Ventures	3
Choose five courses from (15 credits):			Choose five courses from (15 credits):		
CIS 9230	Globalization and Technology	3	MGT 9965	Boards, Governance, and Leadership Within Entrepreneurial and Family Firms	3
CIS 9444	E-Business Principles and Technologies	3	MGT 9970	Entrepreneurship and Community Development	3
FIN 9774	Venture Capital and Entrepreneurial Finance	3	MGT 9971	Gender Differences Among Entrepreneurial Leaders	3
FIN 9781	Managerial Finance	3	Choose five courses from (15 credits):		
FIN 9783	Investment Analysis	3	CIS 9230	Globalization and Technology	3
LAW 9708	Law and E-Business	3	CIS 9444	E-Business Principles and Technologies	3
MGT 9400	Human Resources Management	3	FIN 9774	Venture Capital and Entrepreneurial Finance	3
MGT 9490	International Human Resources Management	3	FIN 9781	Managerial Finance	3
MGT 9966 (formerly MGT 9866) (MKT 9781)	Internet and Entrepreneurship	3	FIN 9783	Investment Analysis	3
MGT 9967	Technology, Innovation, and Design in High-Growth Ventures	3	LAW 9708	Law and E-Business	3
MGT 9968 (formerly MGT 9868)	Entrepreneurial Communications: Selling and Negotiating	3	MGT 9400	Human Resources Management	3
MGT 9969	Social Entrepreneurship Concepts and Cases	3	MGT 9490	International Human Resources Management	3
MGT 9970	Entrepreneurship and Community Development	3	MGT 9961 (formerly MGT 9862)	Analysis of Entrepreneurial Experiences	3
MGT 9971	Women as Entrepreneurial Leaders: Gender Differences	3	MGT 9962 (formerly MGT 9867)	Managing the Family Business	3
MGT 9975 (formerly MGT 9875) (RES 9980)	Real Estate Entrepreneurship	3	MGT 9963 (formerly MGT 9865)	Researching and Developing Entrepreneurial Ventures	3
MGT 9979 (formerly MGT 9864)	Seminar in Entrepreneurship	3			
MKT 9701	Advertising and Marketing Communications	3			

MKT 9750	Marketing Strategy	3	9865)		
MKT 9764	Internet Marketing and Global Business	3	MGT 9964	Managing the	3
PAF 9141	Community Development: History, Present, and Future	3	(formerly MGT 9861)	Entrepreneurial Enterprise	
PAF 9143	"Greening" and Growing Cities: Sustainability and Public Policy Options	3	MGT 9965	Boards, Governance, and Leadership Within	3
PAF 9150	Introduction to the Nonprofit Sector	3		Entrepreneurial and Family Firms	
PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3	MGT 9966	Internet and Entrepreneurship	3
RES 9776 (FIN 9776)	Real Estate Finance	3	(formerly MGT 9866)		
RES 9800	Real Estate Valuation and Market Analysis	3	(MKT 9781)		
RES 9850	Real Estate Capital Markets	3	MGT 9967	Technology, Innovation, and Design in High-Growth Ventures	3
			MGT 9968	Entrepreneurial Communications: Selling and Negotiating	3
			(formerly MGT 9868)		
			MGT 9969	Social Entrepreneurship: Concepts and Cases	3
			MGT 9970	Entrepreneurship and Community Development	3
			MGT 9971	Gender Differences Among Entrepreneurial Leaders	3
			MGT 9975	Real Estate Entrepreneurship	3
			(formerly MGT 9875)		
			(RES 9980)		
			MGT 9979	Seminar in Entrepreneurship	3
			(formerly MGT 9864)		
			MKT 9701	Advertising and Marketing Communications	3
			MKT 9750	Marketing Strategy	3
			MKT 9764	Internet Marketing and Global Business	3
			PAF 9141	Community Development: History, Present, and Future	3
			PAF 9143	"Greening" and Growing Cities: Sustainability and Public Policy Options	3
			PAF 9150	Introduction to the Nonprofit Sector	3

PAF 9151	The Administration of Not-for-Profit and Voluntary Organizations	3
RES 9776 (FIN 9776)	Real Estate Finance	3
RES 9800	Real Estate Valuation and Market Analysis	3
RES 9850	Real Estate Capital Markets	3

Rationale: At the graduate level, we have recently expanded our curriculum, essentially doubling the number of courses offered when compared to our previous course offerings. We now have a wide array of entrepreneurship elective courses which include: internet and entrepreneurship; technology, innovation and design; entrepreneurial conversations relative to selling and negotiating; social entrepreneurship; community development; gender differences; and boards, governance, and leadership. Since the addition of these seven elective entrepreneurship graduate courses, we have taught all these courses for both entrepreneurship students and other Zicklin MBA students and MS students. There continues to be interest in this full range of new entrepreneurship courses. Moreover, whether students start firms, enter a family firm or work in/for a large corporation, it is important to have a wider set of skills and background in today's economy. Therefore, we wish to integrate some of our new electives into our required course--set as additional choices within a new group of six courses.

Relative to the change in the required courses, students will first take MGT 9960 as the introductory course. Then students will be required to complete four additional courses out of six. In addition to MGT 9961, MGT 9962, and MGT 9963, three other electives will be added: MGT 9965, MGT 9970, and MGT 9971. Within the Electives category, MGT 9961, MGT 9962, MGT 9963, MGT 9964 and MGT 9965 are also added. And MGT 9964 will no longer be a choice within the required courses but it will continue to be a choice within the Electives category. MGT 9971 is an existing course with a new title.

MGT 9961 is an in-depth case course, MGT 9962 is a family business course, and MGT 9963 is a business plan writing course. The new course, MGT 9965 Boards, Governance, and Leadership Within Entrepreneurial and Family Firms, will be added because some of our students have already established and are operating businesses and would benefit from a course that assists them in establishing more structured governance, including boards. Adding MGT 9965 will allow our MS students to understand the need for a wider and more diverse set of entrepreneurial business goals, including start-ups, extant business and business growth and professionalism. Next, we will also add two courses that represent community development issues and special entrepreneurial populations; namely, MGT 9970 Entrepreneurship and Community Development and MGT 9971 Gender Differences Among Entrepreneurial Leaders. These two courses provide students with a much-needed connection between entrepreneurship and the context within which it operates.

Relative to MGT 9965 specifically, governance lies at the crux of all business entities, both entrepreneurial and the family firm. This course will enable graduate students to explore the nature of boards, governance and leadership within the start-up firm and as the firm grows, as well as the pivotal role governance and boards can play in the life of a family firm. This trilogy of boards, governance and leadership, can make the crucial difference between survival or not. Whether students start firms, enter a family firm, or work for a large corporation, it is important to understand how best to operate the business through leadership, governance, and boards. This course also enables students to learn how to develop governance in line with business growth and change over time and also offers students insights about working with boards in entrepreneurial and family firms as well as within large corporations. This course will provide vital and valuable training for MS in Entrepreneurship and other Zicklin students who will become future business leaders. Zicklin graduates can provide a much needed diversity dimension to the boards of major corporations within the New York urban area and other venues nationwide.

Relative to MGT 9970 specifically, the "triple bottom-line" of business, family, and community resonates throughout our economy and country as we struggle to achieve and sustain economic recovery supported by the entrepreneurial venture. The history of business clearly shows that communities as well as families

contribute to the start-up, growth, and maturity of businesses. Innovation and change are often initiated by new ventures, but these new ventures must capitalize on and coordinate with their environments to ensure their success and even their survival. Communities are and always have been integral and vital crucibles within which businesses operate and are sustained. Entrepreneurs must understand the communities within which they exist, both in terms of how they impact their community and how the community impacts them. This importance of community in relation to business is fundamental enough to warrant relocating our MGT 9970 course to the required course choice-set in our MS in Entrepreneurship. The relationship between entrepreneurship and community is an emerging theme in graduate business education, with only a handful of schools around the country addressing it. By including MGT 9970 among our required courses, our degree program and the Zicklin School will move to the forefront in this arena.

Finally and relative to MGT 9971 specifically, we also wish to add MGT 9971 as part of a required course choice-set within our MS in Entrepreneurship. Women-owned businesses matter. Women entrepreneurs have played and are playing an active and robust role in the U.S. economy. From 1977 to 2002, the number of women-owned businesses grew by 824%. This course provides an overarching and comparative view of women-owned businesses that are generating this entrepreneurial activity. Women-owned businesses are a growing and increasingly important segment of our economy. As entrepreneurial leaders, woman owners can offer new managerial insights and unique behavioral patterns as well as efficiencies and effectiveness in business operations. Simply put, gender differences and comparisons among businesses provide insights to all owners and those they interact with. Moreover, in light of the growing role of women-owned businesses in the economy, it is important to give students the opportunity to learn how gender difference often has impact on the experiences of entrepreneurs.

The following recommendations of the Committee on Undergraduate Curriculum were approved at the Mildred and George Weissman School of Arts and Sciences Faculty Meeting on March 1, 2011 effective the Spring 2012 semester, pending approval of the Board of Trustees.

Section AIV: New Courses

AIV:10.1a. Department of Fine and Performing Arts

Course Number: FPA 3041

Title: Special Topics in New Media and Interdisciplinary Art

Hours: 4.0

Credits: 3.0

Prerequisite: Departmental permission

Course Description: This course uses a combination of studio projects, lectures, and museum and gallery visits to explore a variety of specific concepts and approaches in New Media and interdisciplinary art. The topic, which differs each semester, draws on the expertise of regular or visiting faculty members or on special exhibitions or cultural events in New York City. Students may be allowed to take this course a second time for credit in semesters in which content is different from the previous offering.

Rationale: This course adds a New Media / Interdisciplinary Art offering at Baruch College. The open subject area of the course is designed to accommodate the rapidly changing faces of digital technology and of New Media as an emerging discipline. Further, the course addresses the inherently interdisciplinary nature of New Media and other contemporary artistic practices, which by their nature exceed the confines of the existing course structure. Unlike the existing course, Art 3041, "Special Topics in Art," which is devoted to visual communication, the proposed course offers the flexibility necessary for New Media and interdisciplinary art to effectively encompass both fine and performing arts, spanning visual, sonic, spatial, time-based, and performance art forms.

FPA 3041 requires a 4-hour class period for two reasons: First, the majority of New Media and Interdisciplinary

art forms are time-based so serious critique of 24 students' work should be expected to exceed a single 3 hour period. Second, New Media and Interdisciplinary Art entails that significant technical instruction be incorporated into class time. Students need to achieve a level of technical proficiency before they can begin to use these media expressively. To teach in this subject area effectively requires adequate class time for students to learn both technical skills and how to use those skills to make art.

FPA 3041 will be offered every second semester with a projected enrollment of 24 students. This course may be used as an elective within the Business Communication major (Graphic Communication), within the Tier III minor in Art (Graphics), or as a general elective for the BA, BS, and BBA degrees.

AIV:10.2a. Department of Journalism and the Writing Professions

Course Number: JRN 3615

Title: Sudden Fiction – Crafting Short Short Stories

Hours: 3.0

Credits: 3.0

Prerequisite: ENG 2150 or permission of the instructor

Course Description: This workshop introduces students to the art of writing "sudden" fiction -- short stories of less than 1,000 words. In addition to the basic elements of fiction, students will study symbolism, spare prose, selective omission and subtext as key devices of the genre. Students will read and analyze short fiction by writers including Raymond Carver, Grace Paley, Langston Hughes, Ernest Hemingway, Jamaica Kinkaid and Joyce Carol Oates. They will participate in group critique and feedback as they craft original short stories.

Rationale: As more and more literary journals -- the entry point of publication for emerging creative writers -- go online, sudden fiction is often the genre of choice, as the form lends itself well to web-based content. Given these developments, today's creative writing students need exposure to this traditional yet resurgently popular form of fiction. An advanced course in writing short, tightly crafted short stories will provide students with the tools needed to improve their storytelling skills, enhance their chances of publication in today's literary landscape, and strengthen their overall writing style. JRN 3615 will be offered once per year with a projected enrollment of 20 students. This course may be used as an elective within the Journalism major and minor, the Business Communication major (Business Writing), and the Business Writing minor. It may also be used as a general elective for the BA, BS, and BBA degrees.

AIV:10.1b. Department of Law

Course Number: LAW 9000

Title: Legal and Ethical Environment of Business

Hours: 3.0

Credits: 3.0

Prerequisites: None

Course Description: Every few years, catastrophic corporate or financial scandals drive home an essential point—managers and other business professionals must possess a deep understanding of the legal and ethical environment in which their firms operate. MBAs do not, of course, need an encyclopedic knowledge of legal doctrine. Rather, this course aims to provide graduate business students with a much more valuable skill set—a deep understanding of how legal regulation and ethics affect business decision-making, and how business people can use law and ethics to obtain strategic advantage in the marketplace.

Rationale: MBA students will have to take either this course or BUS 9xxx Business and Society as part of the required MBA core curriculum as revised. The course will be offered once a semester and is expected to enroll approximately 120 students. (Note: BUS 9xxx is a new core course in the revised MBA curriculum approved in spring 2010. The course is under development.)

AIV:10.2b. Department of Management

Course Number: MGT 9380

Title: Environmentally Sustainable Behavior in Organizations

Hours: 3.0

Credits: 3.0

Prerequisite: None

Course Description: The purpose of this course is to provide students with the knowledge and skills necessary to examine organizational environmental sustainability from the perspective of the individual employee. In doing so, the course will provide a mix of cutting-edge empirical findings and knowledge gleaned from practical applications of organizational behavior and human resources research. Students will gain a strong understanding of what it means for an individual employee to “be green,” of how organizational-level variables relate to (and motivate) responsible behaviors by employees, and how to select, train, and motivate in order to encourage individual environmental responsibility. Topics such as organizational interventions, leader vision, cross-cultural concepts of sustainability, and environmental deviance will also be discussed. Readings (research and case studies), assignments, and in-class exercises will be used to illustrate important principles of sustainable behavior in organizations.

Rationale: Recent societal and cultural trends reflect the growing concern for sustainability among the general population. As these concerns become increasingly salient, important stakeholders (national and local governments, customers, employees) are demanding that corporations adopt comprehensive environmentally-friendly policies and practices. A necessary first step is the adoption of environmentally responsible trade and production standards. However, organizational-level interventions are not sufficient; to create sustainable organizations we need to understand sustainable employee behaviors. Only when we can influence organizational members to consider sustainability in their day-to-day decision making will we be able to impact organizational sustainability in a meaningful way. After all, as is well known in organizational behavior and human resource management, it is not the organization, but its employees who act and behave.

The intent of this course is to provide students with a framework to examine organizational sustainability from an individual-level perspective. The course examines myriad issues relating to employee sustainability: the effects of organizational mission and ethical climate, using surveys to measure employee sustainability attitudes, selecting “eco-conscious talent”, targeting interventions, and preventing environmental deviance, among others. The Zicklin School of Business offers a variety of classes that investigate sustainability from an organizational-level perspective. This course is designed to supplement and strengthen the existing curriculum by providing a perspective focused on eliciting changes in behaviors among organizational members. MGT 9380 will be offered once a year; the anticipated enrollment is 30. The course is a general elective choice in the MBA program. A proposal to include this course as elective choice in the MBA in Management Concentration in Sustainable Business will be presented at a future curriculum committee meeting.

AIV:10.3b. Department of Management

Course Number: MGT 9965

Title: Boards, Governance, and Leadership Within Entrepreneurial and Family Firms

Hours: 3

Credits: 3

Prerequisite: None

Course description: This course provides a framework for the study of best practices for boards, governance, and leadership, as well as for the establishment of Boards of Directors within entrepreneurial and family firms. Starting and managing a high-growth/high-potential business and taking a strategic approach to the sustainability of an existing business across generations involves important decisions of governance of a company and its leadership over time. Boards have oversight responsibility and play key roles for a company's governance, audit, strategic plans, performance, executive leadership and compensation, succession, risk and crisis management, ethics and compliance, and major investment matters. The selection of the appropriate corporate structure and governance system, as well as when and how to initiate a formal board and the various components and levels of governance, are vital to the growth and sustainability of most businesses, both entrepreneurial and family firms. The course will provide a mix of theoretical and practical knowledge about the role of the board versus the management of a company and the process of professionalizing the business for growth, innovation, change and sustainability over time. Students will gain a strong understanding of board roles and responsibilities, governance, committees, structures, and leadership styles, which will lead to strong business over time. Readings, assignments, and in-class exercises will be used to illustrate principles, stimulate discussion and foster the creative thinking necessary for the development and implementation of sound governance strategies and structures. Simulated Board Meetings will also be enacted in class.

Rationale: Governance lies at the crux of all business entities, both entrepreneurial and the family firm. The intent of this course is to provide the framework for understanding and developing effective governance for companies with one or multiple owners or the owning family. The course examines the structures, governance, and board alternatives and choices. In today's rapidly changing and volatile economy, it is even more imperative that businesses are managed and governed effectively over time. This course will enable graduate students to explore the nature of boards, governance, and leadership within a start-up as well as the pivotal role governance and boards can play in the life of a family firm. This trilogy of boards, governance, and leadership, can make the crucial difference between survival or closure. Whether students start firms, enter a family firm, or work in a large corporation, it is important to understand how best to operate the business through leadership, governance, and boards.

This course also enables students to learn how to develop governance during a business' life span as it grows, and offers students insights about working with boards in entrepreneurial or family firms of any size. This course will provide vital and valuable training for our entrepreneurship majors and other Zicklin students who will become future business leaders and/or owners. Zicklin graduates can provide the much needed diversity dimension that boards are seeking today. This course is proposed as an entrepreneurship elective as well as a general elective for all Zicklin MBA students and for MS students from any area, as appropriate. Currently, within Zicklin, there are no other graduate courses focused on this important subject matter. It will be taught once per year and the estimated enrollment is 20 to 25 graduate students.

Section AV: Changes in Existing Courses

AV:10.1a. Change in Title, Description, and Prerequisites

FROM: JRN 4920 Research Seminar		TO: JRN 4920 <u>Narrative Writing</u>	
Description	This workshop format capstone course provides each student with the opportunity to produce an in-depth journalistic project, whether in print or online journalism, or a substantial work of creative writing such as a series of short stories, a novella, a play, a screenplay or a collection of poetry. Students engage in a semester-long dialogue about reporting and writing strategies and	Description	<u>This capstone course, in workshop format, provides each student the opportunity to produce an in-depth project: print or online journalism, a biography or extended profile, or a substantial work of creative writing, such as a series of short stories or a novella. Students will engage in a semester-long dialogue about writing strategies and participate in extensive research, reporting and writing activities culminating in the completion</u>

	<p>each participate in extensive research, reporting and writing activities culminating in the completion of their projects. Students expand their knowledge of journalism and creative writing through their work on their individual projects, by receiving and providing feedback from and to other students, and through the active supervision, criticism, and commentary provided by the instructor.</p> <p>This course is equivalent to ENG 4920. Students will receive credit for JRN 4920 or ENG 4920.</p>		<p><u>of their projects. Students expand their knowledge of journalism and creative writing through their work on individual projects, by receiving and providing feedback from and to other students, and through the active supervision, criticism and commentary provided by the instructor.</u></p> <p>This course is equivalent to ENG 4920. Students will receive credit for JRN 4920 or ENG 4920.</p>
Prerequisites	ENG 2150, JRN/ENG 3050 and one other Journalism or Creative Writing course at the 3000 level.	Prerequisites	ENG 2150 and JRN/ENG 3050

Rationale: When this course was created, the name was ill-chosen. This new name reflects the intent of the course – an advanced course in narrative writing (fiction or nonfiction) that builds on the department’s 3000 level courses. Slight changes to the bulletin description have been made, and the prerequisites have been tweaked to make the course more accessible to journalism minors. JRN 4920 will be offered every third semester with a projected total enrollment of 20 students. This course may be used as a core curriculum or elective course within the Journalism major, as an elective within the Business Communication major (Business Writing Specialization), as the capstone for the Tier III minors in Journalism and Business Writing, or as a general elective for the BA, BBA, and BS degrees.

AV:10.1b. Change in Course Pre-/Corequisite

FROM: MGT 9969 Social Entrepreneurship: Concepts and Cases		TO: MGT 9969 Social Entrepreneurship: Concepts and Cases	
Prerequisite	MGT 9960 (formerly MGT 9860) or departmental permission.	Pre- or corequisite	MGT 9960 (formerly MGT 9860) or departmental permission

Rationale: In recent revisions to the MBA in Management Concentration in Entrepreneurship, MGT 9960 (formerly MGT 9860) Entrepreneurial Strategies and Cases became a “pre- or corequisite” for all other courses within the “required section.” We would like to make this same change to the elective course MGT 9969.

AV:10.2b. Change in Course Pre-/Corequisite

FROM: MGT 9970 Entrepreneurship and Community Development		TO: MGT 9970 Entrepreneurship and Community Development	
Prerequisite	MGT 9960 (formerly MGT 9860) or departmental permission.	Pre- or corequisite	MGT 9960 (formerly MGT 9860) or departmental permission

Rationale: In recent revisions to the MBA in Management Concentration in Entrepreneurship, MGT 9960 (formerly MGT 9860) Entrepreneurial Strategies and Cases became a “pre- or corequisite” for all other courses within the “required section.” We would like to make this same change to the elective course MGT 9970.

AV:10.3b. Change in Course Title, Description, Pre-/corequisite

FROM: MGT 9971 Women as Entrepreneurial Leaders: Gender Differences		TO: MGT 9971 <u>Gender Differences Among Entrepreneurial Leaders</u>	
Description	Women entrepreneurs and business leaders play an active and robust role in the U.S. economy. This course provides a historical context for women in these roles and asks how gender difference impacts the experiences of women entrepreneurs and leaders versus their male counterparts. The course examines factors that motivate women to become business owners, including whether they are motivated by necessity or by the desire to pursue an opportunity. The different types of entrepreneurs such as high-growth, lifestyle, and family business owners, are also explored. Lastly, it identifies gender-specific resources and strategies that may be used to "level the playing field" for women entrepreneurs. These issues are explored while recognizing the ethnic, racial, religious, and socio-economic diversity of women entrepreneurs.	Description	<u>This course asks how traditional gender differences impact the experiences of female versus male entrepreneurs. Historically, in the United States, the traits that are considered attractive in business leaders have a different effect on each gender. The course examines what has been traditionally valued and expected of a business leader (corporate and entrepreneurial) in the United States and discusses different styles of leadership and management. Students look at how society's assumptions about work-life balance and gender stereotypes often influence the motivations and growth aspirations of entrepreneurs. Women business leaders and entrepreneurs play an active and robust role in the U.S. economy. Cases and profiles of women leaders as well as the different types of women-led ventures such as high-growth, lifestyle, and family business owners, are explored. Part of the course focuses on how venture capital firms in the US evaluate and choose which high-growth businesses to fund, and why assumptions about a business owner's gender have led to a significantly lower number of women-owned ventures receiving funding than their male counterparts. These issues are investigated while recognizing the ethnic, racial, and socio-economic diversity of American entrepreneurs. Lastly, the course requires students to conduct an assessment of their personal career goals and develop a plan that outlines how they will achieve them.</u>
Prerequisite	MGT 9960 (formerly MGT 9860) or departmental permission.	<u>Pre- or corequisite</u>	<u>MGT 9960 (formerly MGT 9860) or departmental permission.</u>

Rationale: We have refocused the course description to clearly address traditional gender differences. Women-owned businesses matter. Women entrepreneurs have played and are playing an active and robust role in the U.S. economy. From 1977 to 2002, the number of women-owned businesses grew by 824%. This course provides an overarching and comparative view of the women-owned businesses that are generating this entrepreneurial activity. Women-owned businesses are a growing and increasingly important segment of our economy. Studies show that gender impacts the experience of business owners and leaders. This course provides a framework to examine and discuss how traditional gender constructs shape the development of a business. This course also questions why women business owners still lag behind men in obtaining financing, access to markets and other professional networks. In exploring these issues the course investigates how the

current and future generation of women entrepreneurs is managing these barriers in an attempt to level the playing field. Moreover, as entrepreneurial leaders, women owners offer new managerial insights and unique behavioral patterns as well as efficiencies and effectiveness in business operations. Simply put, gender differences and comparisons among businesses provide insights to all owners and those they interact with.

In recent revisions to the MBA in Management Concentration in Entrepreneurship, MGT 9960 (formerly MGT 9860) Entrepreneurial Strategies and Cases became a “pre- or corequisite” for all other courses within the “required section.” We would like to make this same change to the elective course MGT 9971.

Section AVII: International Agreements

AVII:10.1. International Program Agreement with Colegio De España

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with the Colegio de España, Salamanca, Spain, to enable Baruch College students participating in the Baruch College -Colegio de España Study Abroad Program to take courses at the Colegio de España. Other than the transmission of the tuition costs by the College per enrolling student in this program to the Colegio de España, neither party to this agreement is obligated to pay monetary consideration to the other. The agreement is for a one-year period beginning July 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: CUNY students enrolled in the Baruch College -Colegio de España Study Abroad Program will be able to take courses offered by Colegio de España and approved by Baruch College. Approximately twenty five (25) students are expected to participate in this study abroad program during each Winter Intersession and Summer Session.

AVII:10.2. International Program Agreement with Jean Moulin University-Lyon 3

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with the Jean Moulin University-Lyon 3, Lyon, France, to enable Baruch College students participating in the Baruch College-Jean Moulin University Exchange Program to take courses at the Jean Moulin University, and the Jean Moulin University students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and the Jean Moulin University-Lyon 3, in Lyon, France. This program will allow for exchange of approximately four (4) full-time semester-student equivalents each academic year.

AVII:10.3. International Program Agreement with Copenhagen Business School

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with Copenhagen Business School, Frederiksberg, Denmark, to enable Baruch College students participating in the Baruch College - Copenhagen Business School Exchange Program to take courses at the Copenhagen Business School and Copenhagen Business School students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and the Copenhagen Business School in Frederiksberg, Denmark. This program will allow for exchange of approximately four (4) full-time semester-student equivalents each academic year.

AVII:10.4. International Program Agreement with Chulalongkorn University

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with Chulalongkorn University, Bangkok, Thailand, to enable Baruch College students participating in the Baruch College -Chulalongkorn University Exchange Program to take courses at the Chulalongkorn University and Chulalongkorn University students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and Chulalongkorn University. This program will allow for exchange of approximately four (4) full-time semester-student equivalents each academic year.

AVII:10.5. International Program Agreement with the Berlin School of Economics and Law

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with the Berlin School of Economics and Law, Berlin, Germany, to enable Baruch College students participating in the Baruch College - Berlin School of Economics and Law Exchange Program to take courses at the Berlin School of Economics and Law and the Berlin School of Economics and Law students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and the Berlin School of Economics and Law in Berlin, Germany. This program will allow for exchange of approximately four (4) full-time semester-student equivalents each academic year.

AVII:10.6. International Program Agreement with Amsterdam University of Applied Sciences in Amsterdam

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College to enable Baruch College students participating in the Baruch College Amsterdam University of Applied Sciences Exchange Program to take courses at the Amsterdam University of Applied Sciences and Amsterdam University of Applied Sciences students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and the Amsterdam University of Applied Sciences in Amsterdam, the Netherlands. This program will allow for exchange of approximately four (4) students each academic year.

AVII:10.7. International Program Agreement with Stockholm University School of Business

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with the Stockholm University School of Business, Stockholm, Sweden to enable Baruch College students participating in the Baruch College -Stockholm University School of Business Exchange Program to take courses at the Stockholm University School of Business and the Stockholm University School of Business students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and the Stockholm

University School of Business in Stockholm, Sweden. This program will allow for exchange of approximately four (4) full-time semester-student equivalents each academic year.

AVII:10.8. International Program Agreement with University of Paris-Dauphine

RESOLVED, That the Board of Trustees of The City University of New York authorize the President of Baruch College to execute an international agreement on behalf of Baruch College with the University of Paris-Dauphine, Paris, France, to enable Baruch College students participating in the Baruch College/University of Paris-Dauphine Exchange Program to take courses at the University of Paris-Dauphine and the University of Paris-Dauphine students to take courses at Baruch College. Neither party to this agreement is obligated to pay any monetary consideration to the other. The agreement is for a one-year period beginning September 1, 2011 and shall include up to two two-year options for the College to renew in its best interest. The agreement shall be subject to approval as to form by the University Office of General Counsel.

EXPLANATION: This agreement will allow an exchange of students from Baruch College and the University of Paris-Dauphine in Paris, France. This program will allow for exchange of approximately four (4) full-time semester-student equivalents each academic year.