

Baruch College

Academic University Report Detail

March 2021

PART A: ACADEMIC MATTERS

The following recommendations of the Curriculum Committee were approved at the Marxe School of Public and International Affairs Faculty Meeting on December 10, 2020. They will be effective for the Fall 2021 semester, pending approval of the Board of Trustees.

All: Changes in Degree Programs

Program Code: 01966

HEGIS Code: 2102.00

Effective: Fall 2021

AIII.1.1 The following revisions are proposed for the Specialization in Urban Development and Sustainability in the MPA program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
Requirements for the Specialization in Urban Development and Sustainability in the MPA program Core Courses of the MPA (24-27 credits)			Requirements for the Specialization in Urban Development and Sustainability in the MPA program Core Courses of the MPA (24-27 credits)		
Free Electives of the MPA (6 credits) Two free elective courses of choice			Free Electives of the MPA (6 credits) Two free elective courses of choice		
Urban Development and Sustainability Required Courses (6 credits, select two)			Urban Development and Sustainability Required Courses (6 credits, select two)		
PAF 9141	Community Development: History, Present, and Future	3	PAF 9141	Community Development: History, Present, and Future	3
PAF 9142	Housing Policy	3	PAF 9142	Housing Policy	3
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	3	PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	3
Urban Development and Sustainability Elective Courses (6 credits, select two)			Urban Development and Sustainability Elective Courses (6 credits, select two)		
PAF 9109	Government Contracting	3	PAF 9110	Ethics and Public Decision-Making	3
PAF 9110	Ethics and Public Decision-Making	3	PAF 9134	Urban Transportation Policy	3
PAF 9134	Urban Transportation Policy	3	PAF 9136	Urban Economic Development	3
PAF 9136	Urban Economic Development	3	PAF 9141	Community Development: History, Present, and Future	3
PAF 9141	Community Development: History, Present, and Future	3	or	or	
or	or		PAF 9142	Housing Policy	

PAF 9142	Housing Policy		or	or	
or	or		PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices		PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3
PAF 9150	Introduction to the Nonprofit Sector	3	PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3	PAF 9153	Budgeting and Finance for Nonprofits	3
PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3	PAF 9160	Public and Nonprofit Management II	3
PAF 9153	Budgeting and Finance for Nonprofits	3	PAF 9174	Program Evaluation	3
PAF 9159	Privatization and Market-based Government	3	PAF 9181	Comparative Public Administration	3
PAF 9160	Public and Nonprofit Management II	3	PAF 9185	Environmental Policy	3
PAF 9174	Program Evaluation	3	PAF 9186	Map Making for Public Policy	3
PAF 9181	Comparative Public Administration	3	PAF 9299	Selected Topics in Nonprofit Management	3
PAF 9185	Environmental Policy	3			
PAF 9186	Map Making for Public Policy	3			
PAF 9299	Selected Topics in Nonprofit Management	3			
Total credits required for the Urban Development and Sustainability Specialization in the Masters of Public Administration (MPA) program			Total credits required for the Urban Development and Sustainability Specialization in the Masters of Public Administration (MPA) program		

Rationale: PAF 9109 Government Contracting, PAF 9150 Introduction to the Nonprofit Sector, and PAF 9159 Privatization and Market-based Government are being withdrawn, so they should also be removed as elective options from the MPA Specializations.

AIII.1.2 The following revisions are proposed for the Specialization in Nonprofit Management in the MPA program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
Requirements for the Specialization in Nonprofit Management in the MPA program			Requirements for the Specialization in Nonprofit Management in the MPA program		
Core Courses of the MPA (24-27 credits)			Core Courses of the MPA (24-27 credits)		
Free Electives of the MPA (6 credits)			Free Electives of the MPA (6 credits)		
	Two free elective courses of choice	6		Two free elective courses of choice	6
Nonprofit Management Required Courses (6 credits)			Nonprofit Management Required Courses (6 credits)		
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3	PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3
PAF 9153	Budgeting and Finance for Nonprofits	3	PAF 9153	Budgeting and Finance for Nonprofits	3
Nonprofit Management Elective Courses (6 credits)			Nonprofit Management Elective Courses (6 credits)		
PAF 9109	Government Contracting	3	PAF 9110	Ethics and Public Decision-Making	3
PAF 9110	Ethics and Public Decision-Making	3	PAF 9136	Urban Economic Development	3
PAF 9126	Human Services Administration	3	PAF 9139	Communication Strategy	3
PAF 9136	Urban Economic Development	3	PAF 9141	Community Development: History, Present, and Future	3
PAF 9139	Communication Strategy	3	PAF 9142	Housing Policy	3
PAF 9141	Community Development: History, Present, and Future	3	PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	3
PAF 9142	Housing Policy	3			
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	3	PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3
PAF 9150	Introduction to the Nonprofit Sector	3	PAF 9156	Emergency Preparedness, Response, and Recovery	3
PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3	PAF 9157	Introduction to Philanthropy	3
PAF 9156	Emergency Preparedness, Response, and Recovery	3	PAF 9160	Public and Nonprofit Management II	3
PAF 9157	Introduction to Philanthropy	3	PAF 9181	Comparative Public Administration	3
PAF 9160	Public and Nonprofit Management II	3	PAF 9184	International Institutions and Global Governance	3
PAF 9181	Comparative Public Administration	3			
PAF 9184	International Institutions and Global Governance	3			

PAF 9299	Selected Topics in Nonprofit Management	3	PAF 9299	Selected Topics in Nonprofit Management	3
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3	PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3
PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond.	3	PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond.	3
PAF 9710	Health and Health Care	3	PAF 9710	Health and Health Care	3
MGT 9965	Boards, Governance, and Leadership within Entrepreneurial, Family, and Social Enterprises	3	MGT 9965	Boards, Governance, and Leadership within Entrepreneurial, Family, and Social Enterprises	3
MGT 9969	Social Entrepreneurship: Concepts and Cases	3	MGT 9969	Social Entrepreneurship: Concepts and Cases	3
Total credits required for the Nonprofit Management Specialization in the Masters of Public Administration (MPA) program 42-45			Total credits required for the Nonprofit Management Specialization in the Masters of Public Administration (MPA) program 42-45		

Rationale: PAF 9109 Government Contracting, PAF 9126 Human Services Administration, and PAF 9150 Introduction to the Nonprofit Sector are being withdrawn, so they should also be removed as elective options from the MPA Specializations.

AIII.1.3 The following revisions are proposed for the Specialization in Nonprofit Management in the MPA program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
Requirements for the Specialization in Public Management in the MPA program			Requirements for the Specialization in Public Management in the MPA program		
Core Courses of the MPA (24-27 credits)			Core Courses of the MPA (24-27 credits)		
Free Electives of the MPA (6 credits)			Free Electives of the MPA (6 credits)		
	Two free elective courses of choice	6		Two free elective courses of choice	6
Public Management Required Courses (6 credits)			Public Management Required Courses (6 credits)		
PAF 9117	Public Personnel and Human Resource Management	3	PAF 9117	Public Personnel and Human Resource Management	3
PAF 9160	Public and Nonprofit Management II	3	PAF 9160	Public and Nonprofit Management II	3
Public Management Elective Courses (6 credits)			Public Management Elective Courses (6 credits)		
PAF 9109	Government Contracting	3			
PAF 9110	Ethics and Public Decision-Making	3	PAF 9110	Ethics and Public Decision-Making	3
PAF 9115	Intergovernmental Relations	3	PAF 9115	Intergovernmental Relations	3
PAF 9118	Labor Relations in the Public Sector	3	PAF 9139	Communication Strategy	3
PAF 9126	Human Services Administration (formerly PAF 9174)	3	PAF 9156	Emergency Preparedness, Response, and Recovery	3
PAF 9138	Urban Services Delivery	3	PAF 9173	Program Auditing and Performance Measurement	3
PAF 9139	Communication Strategy	3	PAF 9174	Program Evaluation	3
PAF 9156	Emergency Preparedness, Response, and Recovery	3	PAF 9181	Comparative Public Policy and Administration	3
PAF 9159	Privatization and Market-Based Government	3			
PAF 9173	Program Auditing and Performance Measurement	3	Total credits required for the Public Management Specialization in the Masters of Public Administration (MPA) program 42-45		
PAF 9174	Program Evaluation	3			
PAF 9181	Comparative Public Policy and Administration	3			
Total credits required for the Public Management Specialization in the Masters of Public Administration (MPA) program 42-45					

Rationale: PAF 9109 Government Contracting, PAF 9118 Labor Relations in the Public Sector, PAF 9126 Human Services Administration, PAF 9138 Urban Services Delivery, and PAF 9159 Privatization and Market-Based Government are being withdrawn, so they should also be removed as elective options from the MPA Specializations.

Section AIV: New Courses

AIV.1.1 The following new course is proposed for the Master of Public Administration and Master of International Affairs programs in the Marxe School of Public and International Affairs.

Program Code: 01966 and 37904, respectively
HEGIS Code: 2102.00 and 2212.00, respectively

CUNYfirst Course ID	PAF 9434
Department(s)	Marxe School of Public and International Affairs
Career	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
Academic Level	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial
Subject Area	Public Affairs
Course Prefix	PAF
Course Number	9155
Course Title	Political Violence
Catalogue Description	Why do we fight? War-making defines the human experience, consuming vast amounts of intellectual, material, and environmental resources, before even considering the cost to human life itself. This seminar will explore the dynamics of political violence focusing on recent and historic internal wars. We will cover a wide selection of topics related to the dynamics of civil wars and political violence as well as the organization and behavior of rebel organizations. Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.
Pre-Requisites	None
Credits	3
Contact Hours	3
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)	None
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> Gen Ed - Flexible <input type="checkbox"/> Gen Ed - College Option <input type="checkbox"/> English Composition <input type="checkbox"/> World Cultures <input type="checkbox"/> Mathematics <input type="checkbox"/> US Experience in its Diversity College Option Detail _____ <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021

Rationale: Violence, or the threat of it, is a constant component of how politics and economics unfolds globally. Students interested in working in fragile countries need a clear understanding of why individuals join armed groups and how outbreaks of violence can shape a

country's political and economic trajectories. This course provides students with an introduction to the core concepts, methods, and theories used to understand political violence and conflict resolution.

This course is an elective for the Marxe School, all programs, to be offered annually with a projected enrollment of 20.

Section AV: Changes in Existing Courses

Program Code: 20526

HEGIS Code: 2102.00

AV: 1.1 Changes in the Title and Description in the BSPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 3010		
FROM		TO	
Departments			
Course	Policy and Politics	Course	<u>Race, Inequality, and Public Policy</u>
Prerequisite	ENG 2150	Prerequisite	ENG 2150
Hours	3	Hours	3
Credits	3	Credits	3
Description	The class provides an overview of the politics of the policy process. A summary is provided of a wide range of public problems and solutions. The class considers the influence of government institutions and advocacy groups in the policy process. The course examines the creation of political coalitions and public-private partnerships.	Description	<u>This course explores the role that public policy can and has played in creating, maintaining, and ameliorating various forms of social, economic, and political inequality, with a special focus on strategies to reduce racial and ethnic inequality. Students will study how inequality has been developed and exacerbated in the United States, and examples of policy and program interventions for achieving greater equality.</u>
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity

	<input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input checked="" type="checkbox"/> Gen Ed – College Option College Option Detail		<input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: This new title and description better fits the new learning goals for the course, which foreground the role of public policy in creating, maintaining, and also reducing inequality in the United States, with a special focus on racial inequality. Achieving these learning goals will prepare Public Affairs majors for more advanced study of particular policy topics and mechanisms, as well as for participation in public service.

AV: 1.2 Change in Description in the BSPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 3108		
FROM		TO	
Departments			
Course	Public Campaigns and Advocacy	Course	<u>Strategic Communication for the Public Good</u>
Prerequisite	ENG 2150	Prerequisite	ENG 2150
Hours	3	Hours	3
Credits	3	Credits	3
Description	Students will create and manage persuasive campaigns for a range of public causes. The course focuses on theories of persuasion and social influence, and classic media campaigns such as public service announcements against drunk driving and ads for political candidates. Through such studies, class members will learn how to apply persuasion principles and advocacy strategies to influence diverse audiences in contemporary contexts involving issue advertising, election drives, cultural activism, new media, and movement communication	Description	Students will create and manage <u>strategic communication initiatives</u> for a range of public causes. The course focuses on theories of persuasion and social influence, and classic and digital media campaigns such as public service announcements against drunk driving and ads for political candidates. Through such studies, class members will learn how to apply <u>communication strategies</u> and persuasion principles to influence diverse audiences in contemporary contexts involving issue advertising, <u>social marketing, and the running of ethical and effective campaigns for public organizations.</u>
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<u> X </u> Major	Course Applicability	<u> X </u> Major

	<input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail		<input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: We are building a two-course sequence for our BSPA undergraduate major: this first class will be a core course focused mostly on running strategic communication efforts for a public cause/organization; a second course, an elective, will go into broader historical and contemporary forms of advocacy, protest, coalition-building, and social movements.

Program Code: 01966

HEGIS Code: 2102.00

AV: 1.3 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9120		
FROM		TO	
Departments			
Course	Public and Nonprofit Management I	Course	Public and Nonprofit Management I
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission. Not open to students who have completed PAF 9302, PAF 9309, MGT 9300, or PSY 9788.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs and MA in Arts Administration students; others with Marxe School permission. Not open to students who have completed PAF 9302, PAF 9309, MGT 9300, or PSY 9788.
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course introduces the fundamental concepts and techniques for managing government and nonprofit organizations. It focuses on structural models; individual behavior, including group dynamics and leadership; effective use and management of human resources; and political and cultural	Description	This course introduces the fundamental concepts and techniques for managing government and nonprofit organizations. It focuses on structural models; individual behavior, including group dynamics and leadership; effective use and management of human resources; and political and cultural frameworks. It considers questions of

	frameworks. It considers questions of effectiveness, responsibility, and professional relations. Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission. Not open to students who have completed PAF 9302, PAF 9309, MGT 9300, or PSY 9788.		effectiveness, responsibility, and professional relations. Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u> ; others with Marxe School permission. Not open to students who have completed PAF 9302, PAF 9309, MGT 9300, or PSY 9788.
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.4 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9140		
FROM		TO	
Departments			
Course	Budgeting and Financial Analysis	Course	Budgeting and Financial Analysis
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3
Description	<p>This course focuses on the budget cycle and budget decision-making. It includes tools for developing, implementing, and controlling a budget within a, typically, public organization. Topics include development of operating budgets, cash budgets, break-even analysis, cost behavior, the time value of money, capital budgeting, long-term financing, and variance analysis. Basic budget accounting concepts are studied. The course includes development of spreadsheet skills for budgeting.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>	Description	<p>This course focuses on the budget cycle and budget decision-making. It includes tools for developing, implementing, and controlling a budget within a, typically, public organization. Topics include development of operating budgets, cash budgets, break-even analysis, cost behavior, the time value of money, capital budgeting, long-term financing, and variance analysis. Basic budget accounting concepts are studied. The course includes development of spreadsheet skills for budgeting.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u>; others with Marxe School permission.</p>
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society

	___ Scientific World ___ Gen Ed – College Option College Option Detail		___ Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.5 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9151		
FROM		TO	
Departments			
Course	Administration of Nonprofit and Voluntary Organizations	Course	Administration of Nonprofit and Voluntary Organizations
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3
Description	<p>In this class, students study management techniques and strategies applicable to nonprofit agencies. The topics include agency interaction with governmental and political institutions, planning and control systems, the role of the governing board, and the role of the executive director. The course pays special attention to the needs of community service/social welfare and cultural/arts organizations.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>	Description	<p>In this class, students study management techniques and strategies applicable to nonprofit agencies. The topics include agency interaction with governmental and political institutions, planning and control systems, the role of the governing board, and the role of the executive director. The course pays special attention to the needs of community service/social welfare and cultural/arts organizations.</p> <p>Open to Austin W. Marxe School of Public and International Affairs <u>students and MA in Arts Administration students</u>; others with Marxe School permission.</p>
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	

Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.6 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9152		
FROM		TO	
Departments			
Course	Fund Raising and Grants Admin in Nonprofit and Voluntary Organizations	Course	Fund Raising and Grants Admin in Nonprofit and Voluntary Organizations
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration</u> students; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course examines the strategies and techniques for acquiring voluntary and governmental support for local nonprofit agencies. The course focuses on the role that fundraising plays in the economics of the nonprofit organization and its relationship with government agencies, foundations, and other donor/granting institutions.	Description	In this class, students study management techniques and strategies applicable to nonprofit agencies. The topics include agency interaction with governmental and political institutions, planning and control systems, the role of the governing board, and the role of the executive director. The course pays special attention to the needs of community service/social welfare and cultural/arts organizations.

	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.		Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.7 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9153		
FROM		TO	
Departments			
Course	Budget and Financing for Nonprofits	Course	Budget and Financing for Nonprofits
Prerequisite	PAF 9140 and Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	PAF 9140 and Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3

Description	This course is for students whose career path is the nonprofit world and aspires to hold senior level positions in nonprofits. The course provides the tools for budgeting in a nonprofit, and the tools of financial analysis and managerial control as is currently practiced in nonprofit organizations. Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Description	This course is for students whose career path is the nonprofit world and aspires to hold senior level positions in nonprofits. The course provides the tools for budgeting in a nonprofit, and the tools of financial analysis and managerial control as is currently practiced in nonprofit organizations. Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.8 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9157		
FROM		TO	
Departments			
Course	Introduction to Philanthropy	Course	Introduction to Philanthropy
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3
Description	<p>This course considers the complex system of private giving that supports civil society, examining the ways in which private funds are given and the vehicles through which they are administered. It emphasizes the philanthropic motivations, strategic frameworks, and practices of individuals and institutions in the U.S. and other regions, as well as the public impact of these private activities. It also examines the current legal and regulatory framework within which philanthropy operates and emerging controversies about philanthropic institutions and activities.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>	Description	<p>This course considers the complex system of private giving that supports civil society, examining the ways in which private funds are given and the vehicles through which they are administered. It emphasizes the philanthropic motivations, strategic frameworks, and practices of individuals and institutions in the U.S. and other regions, as well as the public impact of these private activities. It also examines the current legal and regulatory framework within which philanthropy operates and emerging controversies about philanthropic institutions and activities.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u>; others with Marxe School permission.</p>
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity

	<input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail		<input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.9 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9180		
FROM		TO	
Departments			
Course	Policy Analysis	Course	Policy Analysis
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course introduces students to the analysis of public policy and policymaking, focusing on approaches for identifying problems and goals, developing alternatives, analyzing potential impacts, and formulating recommendations for advocacy and policy action in the public sector. Policy analysts do their work within a broader political context which shapes policy proposals and their underlying justifications, and so this course examines agenda setting, the role of values, interests, and goals, and general strategies for policy analysis, advocacy, adoption, and implementation. Students are introduced to various analytic approaches and arguments, and through readings and assignments, are provided opportunities to investigate specific areas of social concern and to analyze potential policy responses.	Description	This course introduces students to the analysis of public policy and policymaking, focusing on approaches for identifying problems and goals, developing alternatives, analyzing potential impacts, and formulating recommendations for advocacy and policy action in the public sector. Policy analysts do their work within a broader political context which shapes policy proposals and their underlying justifications, and so this course examines agenda setting, the role of values, interests, and goals, and general strategies for policy analysis, advocacy, adoption, and implementation. Students are introduced to various analytic approaches and arguments, and through readings and assignments, are provided opportunities to investigate specific areas of social concern and to analyze potential policy responses.

	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.		Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Requirement Designation		Requirement Designation	
Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Liberal Arts	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input checked="" type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

AV: 1.10 Changes in Prerequisites and Description in the MPA program in the Marxe School of Public and International Affairs.

CUNYFirst Course ID	PAF 9183		
FROM		TO	
Departments			
Course	Fund Raising and Grants Admin in Nonprofit and Voluntary Organizations	Course	Fund Raising and Grants Admin in Nonprofit and Voluntary Organizations
Prerequisite	Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.	Prerequisite	Open to Austin W. Marxe School of Public and International Affairs <u>and MA in Arts Administration students</u> ; others with Marxe School permission.
Hours	3	Hours	3
Credits	3	Credits	3

Description	<p>This course examines the international dimension of the nonprofit world. It focuses on those nonprofit organizations that work across borders because: 1) they seek to influence global issues such as economic justice, human rights or the environment; 2) they deliver aid or capacity building programs in developing countries; or 3) they are the secretariat or headquarters of an international network of organizations. The course will explore international and cross-cultural management issues, relationships with national governments and supranational entities, and international advocacy strategies.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>	Description	<p>This course examines the international dimension of the nonprofit world. It focuses on those nonprofit organizations that work across borders because: 1) they seek to influence global issues such as economic justice, human rights or the environment; 2) they deliver aid or capacity building programs in developing countries; or 3) they are the secretariat or headquarters of an international network of organizations. The course will explore international and cross-cultural management issues, relationships with national governments and supranational entities, and international advocacy strategies.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students <u>and MA in Arts Administration students</u>; others with Marxe School permission.</p>
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
Course Applicability	<p><input checked="" type="checkbox"/> Major</p> <p><input type="checkbox"/> Gen Ed Required</p> <p><input type="checkbox"/> English Composition</p> <p><input type="checkbox"/> Mathematics</p> <p><input type="checkbox"/> Science</p> <p><input type="checkbox"/> Gen Ed Flexible</p> <p><input type="checkbox"/> World Cultures</p> <p><input type="checkbox"/> US Experience in its Diversity</p> <p><input type="checkbox"/> Creative Expression</p> <p><input type="checkbox"/> Individual and Society</p> <p><input type="checkbox"/> Scientific World</p>	Course Applicability	<p><input checked="" type="checkbox"/> Major</p> <p><input type="checkbox"/> Gen Ed Required</p> <p><input type="checkbox"/> English Composition</p> <p><input type="checkbox"/> Mathematics</p> <p><input type="checkbox"/> Science</p> <p><input type="checkbox"/> Gen Ed Flexible</p> <p><input type="checkbox"/> World Cultures</p> <p><input type="checkbox"/> US Experience in its Diversity</p> <p><input type="checkbox"/> Creative Expression</p> <p><input type="checkbox"/> Individual and Society</p> <p><input type="checkbox"/> Scientific World</p>
Effective Term	Fall 2021		

Rationale: The course was designated as part of the MA Arts Administration program when it was created in 2015. We intended to make this change in the prerequisite language at that time to provide easier access to those students and to reduce paperwork. The proposed change corrects that oversight.

Section AVI: Courses Withdrawn

Program Code: 01966

HEGIS Code: 2102

Effective: Fall 2021

AVI: 6.1. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9109 Government Contracting

Rationale: The course has not been taught for many years. The content is also covered partly in PAF 9155 Governing Without Government. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.2. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9118 Labor Relations in the Public Sector

Rationale: This course was taught only once in the last few years. The content is also covered in PAF 9117 Public Personnel and Human Resources Management, PAF 9127 Managing Cultural Diversity, and in other management and leadership courses. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.3. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9119 Organizational Theory

Rationale: This course has not been taught for many years. The content is also covered in PAF 9120 Public and Nonprofit Management I, and in PAF 9110 Ethics and Public Decision Making, PAF 9160 Public and Nonprofit Management I, PAF 9151 Nonprofit Administration, and PAF 9163 Leadership and Strategy. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.4. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9125 Human Resources Policy

Rationale: This course has not been taught for many years. The content is also covered in PAF 9117 Public Personnel and Human Resources Management, PAF 9127 Managing Cultural Diversity, and in other management and leadership courses. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.5. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9126 Human Services Administration

Rationale: Course not taught for many years. The content is also covered in PAF 9120 Public and Nonprofit Management I, and in PAF 9110 Ethics & Pub Decision Making, PAF 9160 Public and Nonprofit Management II, PAF 9151 Nonprofit Administration, and PAF 9163 Leadership and Strategy. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.6. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9137 Telecommunications Policy

Rationale: This course has not been taught for many years. It can be taught, if needed, as a Special Topic course. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.7. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9138 Urban Services Delivery

Rationale: This course has not been taught for many years. The content is also covered in PAF 9132 Governing New York City, PAF 9136 Urban Economic Development, PAF 9141 Community Development, and PAF 9145 Greening and Growing. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.8. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9150 Introduction to the Nonprofit Sector

Rationale: This course has not been taught for many years. The content is also covered in PAF 9151 Administration of Nonprofit and Voluntary Organizations, and PAF 9157 Introduction to Philanthropy. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.9. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9159 Privatization and Market -based Government

Rationale: This course has not been taught for many years. The content is also covered partly in PAF 9155 Governing Without Government. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

AVI: 6.10. The following is a course withdrawn in the MPA Program in the Marxe School of Public and International Affairs.

PAF 9182 Development Administration

Rationale: The course has not been taught for many years. The content is also covered in PAF 9450 International Development and other MIA courses. Students who have already received credit for the course will be allowed to use the course to fulfill their program requirements.

All: 1. The following revisions are proposed for the MS in Marketing Program: MS in Marketing

HEGIS Code: 0509.00

Program Code: 79231

Effective: Spring 2022

From: MS in Marketing			To: MS in Marketing		
English Proficiency Requirements if applicable			English Proficiency Requirements if applicable		
Course	Description	Crs	Course	Description	Crs
			<u>Preliminary Courses for all MS Tracks (subject to waiver)</u>		
			STA 9708*	Managerial Statistics	3
Required Courses (12 credits)			Required Courses (12 credits)		
BUS 9551	Business Communication I	1.5	BUS 9551	Business Communication I	1.5
MKT 9702	Marketing Research	3	MKT 9702	Marketing Research	3
MKT 9703	Marketing Management	3	MKT 9703	Marketing Management	3
MKT 9716	Consumer Behavior	3	MKT 9716	Consumer Behavior	3
MKT 9759	Marketing Consulting Practicum	1.5	MKT 9759	Marketing Consulting Practicum	1.5
Elective Courses for Marketing Management Concentration (18 credits)			Elective Courses for Marketing Management Concentration (18 credits)		
Choose a total of 18 credits from any 9000-level courses in the Department of Marketing and International Business (MKT/IBS), including MKT 9750 Marketing Strategy. Students can also choose the following STA/CIS courses.			Choose a total of 18 credits from any 9000-level courses in the Department of Marketing and International Business (MKT/IBS), including MKT 9750 Marketing Strategy. Students can also choose the following STA/CIS courses.		
CIS 9340	Principles of Database Management Systems	3	CIS 9340	Principles of Database Management Systems	3
STA 9700	Applied Regression Analysis	3	STA 9700	Applied Regression Analysis	3

STA 9705	Multivariate Statistical Methods	3	STA 9705	Multivariate Statistical Methods	3
STA 9750/ OPR 9750	Software Tools for Data Analysis	3	STA 9750/ OPR 9750	Software Tools for Data Analysis	3
Required for International Business Concentration			Required for International Business Concentration		
IBS 9600	International Business Fundamentals	1.5	IBS 9600	International Business Fundamentals	1.5
Elective Courses for International Business Concentration			Elective Courses for International Business Concentration		
Choose a minimum of 10.5 credits from the following:			Choose a minimum of 10.5 credits from the following:		
IBS 9761	Emerging Markets and the International Business Environment	3	IBS 9761	Emerging Markets and the International Business Environment	3
IBS 9767	Global Firms, Cultures and Governments	3	IBS 9767	Global Firms, Cultures and Governments	3
IBS 9769	Strategic Management of the Global Company	3	IBS 9769	Strategic Management of the Global Company	3
IBS 9791	Special Topics in International Business	1.5	IBS 9791	Special Topics in International Business	1.5
IBS 9793	Special Topics in International Business	3	IBS 9793	Special Topics in International Business	3
MKT 9764	Internet Marketing and Global Business	3	MKT 9764	Internet Marketing and Global Business	3
MKT 9766	International Marketing Management	3	MKT 9766	International Marketing Management	3
MKT 9774	International Logistics	3	MKT 9774	International Logistics	3
Choose up to 6 credits from the following:			Choose up to 6 credits from the following:		
CIS 9230	Globalization and Technology	3	CIS 9230	Globalization and Technology	3
COM 9656/ IBS 9756	International Business Communications	3	COM 9656/ IBS 9756	International Business Communications	3
LAW 9740	International Trade and Investment Law	3	LAW 9740	International Trade and Investment Law	3
MGT 9870	International Comparative Management	3	MGT 9870	International Comparative Management	3
Required for Digital Marketing Concentration			Required for Digital Marketing Concentration		
MKT 9780	Digital Marketing (a hands-on, tactical course)	3	MKT 9780	Digital Marketing (a hands-on, tactical course)	3
Elective Courses for Digital Marketing Concentration (15 credits)			Elective Courses for Digital Marketing Concentration (15 credits)		
Choose a minimum of 9 credits from the following:			Choose a minimum of 9 credits from the following:		

MKT 9726	Direct Marketing I: Strategy and Tactics	3	MKT 9726	Direct Marketing I: Strategy and Tactics	3
MKT 9728	Media Planning in the Digital World	3	MKT 9728	Media Planning in the Digital World	3
MKT 9736	Direct Marketing II: Database Marketing and Managing the Creative Process	3	MKT 9736	Direct Marketing II: Database Marketing and Managing the Creative Process	3
MKT 9737	Marketing Analytics	3	MKT 9737	Marketing Analytics	3
MKT 9738	Web Analytics and Intelligence	3	MKT 9738	Web Analytics and Intelligence	3
MKT 9764	Internet Marketing and Global Business	3	MKT 9764	Internet Marketing and Global Business	3
MKT 9782	Search Engine Marketing	1.5	MKT 9782	Search Engine Marketing	1.5
MKT 9783	Social Media Marketing	1.5	MKT 9783	Social Media Marketing	1.5
MKT 9785	Digital Marketing Strategy	3	MKT 9785	Digital Marketing Strategy	3
MKT 9794	Special Topics in Digital Marketing	1.5	MKT 9794	Special Topics in Digital Marketing	1.5
MKT 9795	Special Topics in Digital Marketing	3	MKT 9795	Special Topics in Digital Marketing	3
Choose up to 6 credits from any 9000-level courses in the Department of Marketing and International Business, including the following STA/CIS courses.			Choose up to 6 credits from any 9000-level courses in the Department of Marketing and International Business, including the following STA/CIS courses.		
CIS 9340	Principles of Database Management Systems	3	CIS 9340	Principles of Database Management Systems	3
STA 9661	Multivariate Statistics for Business Analytics	3	STA 9661	Multivariate Statistics for Business Analytics	3
STA 9700	Applied Regression Analysis	3	STA 9700	Applied Regression Analysis	3
STA 9705	Multivariate Statistical Methods	3	STA 9705	Multivariate Statistical Methods	3
STA 9750/ OPR 9750	Software Tools for Data Analysis	3	STA 9750/ OPR 9750	Software Tools for Data Analysis	3
Required for Marketing Analytics Concentration			Required for Marketing Analytics Concentration		
MKT 9737	Marketing Analytics	3	MKT 9737	Marketing Analytics	3
Elective Courses Marketing Analytics Concentration (15 credits)			Elective Courses for Marketing Analytics Concentration (15 credits)		
Choose a minimum of 9 credits from the following:			Choose a minimum of 9 credits from the following:		
MKT 9728	Media Planning in the Digital World	3	MKT 9728	Media Planning in the Digital World	3
MKT 9738	Web Analytics and Intelligence	3	MKT 9738	Web Analytics and Intelligence	3

MKT 9740	Data-driven Marketing Strategy	3	MKT 9740	Data-driven Marketing Strategy	3
MKT 9741	Marketing Analytics with Big Data	3	MKT 9741	Marketing Analytics with Big Data	3
MKT 9780	Digital Marketing	3	MKT 9780	Digital Marketing	3
MKT 9782	Search Engine Marketing	1.5	MKT 9782	Search Engine Marketing	3
MKT 9783	Social Media Marketing	1.5	MKT 9783	Social Media Marketing	3
MKT 9785	Digital Marketing Strategy	3	MKT 9785	Digital Marketing Strategy	3
MKT 9796	Special Topics in Marketing Analytics	1.5	MKT 9796	Special Topics in Marketing Analytics	3
MKT 9797	Special Topics in Marketing Analytics	3	MKT 9797	Special Topics in Marketing Analytics	3
STA 9661	Multivariate Statistics for Business Analytics	3	STA 9661	Multivariate Statistics for Business Analytics	3
Choose up to 6 credits from any 9000-level courses in the Department of Marketing and International Business, including the following STA/CIS courses.			Choose up to 6 credits from any 9000-level courses in the Department of Marketing and International Business, including the following STA/CIS courses.		
CIS 9467	Business Modeling with Spreadsheets	3	CIS 9467	Business Modeling with Spreadsheets	3
STA 9660 / CIS 9660	Data Mining for Business Analytics Prerequisite: STA 9708 – Applied Statistical Analysis for Business Decisions	3	STA 9660 / CIS 9660	Data Mining for Business Analytics Prerequisite: STA 9708 – Applied Statistical Analysis for Business Decisions	3
STA 9700	Applied Regression Analysis Prerequisite: STA 9708 – Applied Statistical Analysis for Business Decisions	3	STA 9700	Applied Regression Analysis Prerequisite: STA 9708 – Applied Statistical Analysis for Business Decisions	3
STA 9705	Multivariate Statistical Methods	3	STA 9705	Multivariate Statistical Methods	3
STA 9750/ OPR 9750	Software Tools for Data Analysis	3	STA 9750/ OPR 9750	Software Tools for Data Analysis	3
			<u>*STA 9708 is waived based on 6-credits of prior coursework in statistics with a minimum grade average of B-.</u>		

Rationale: Grad students need basic statistics understanding for even the core courses in marketing graduate programs (MKT 9702 Marketing Research), and especially for the newer courses related to Marketing Analytics. Therefore, the Dept would like to include STA 9708 as a preliminary course for students in the marketing graduate programs. This change also brings the marketing department graduate programs in accord with the other graduate programs, streamlining the programs for students.

All: 2.

The following revisions are proposed for the Masters in Real Estate in the Zicklin School of Business Program: MS in Real Estate

HEGIS Code: 0511.00

Program Code: 31715

Effective: Spring 2022

From: MS in Real Estate			To: MS in Real Estate		
Preliminary Courses:			Preliminary Courses:		
STA 9708 Managerial Statistics -3			FIN 9770 Corporate Finance or equivalent		3
Course	Description	Crs	Course	Description	Crs
Courses in Specialization 31.5			Courses in Specialization 31.5		
Required Courses (19.5 credits)			Required Courses (19.5 credits)		
BUS 9551	Business Communication I	1.5	BUS 9551	Business Communication I	1.5
RES 9776	Real Estate Finance	3	RES 9776	Real Estate Finance	3
RES 9790 / LAW 9790	Law of Real Estate Transactions and Land Use Regulations	3	RES 9790 / LAW 9790	Law of Real Estate Transactions and Land Use Regulations	3
RES 9850	Real Estate Capital Markets	3	RES 9850	Real Estate Capital Markets	3
RES 9860	Real Estate Development	3	RES 9860	Real Estate Development	3
RES 9900	Advanced Real Estate Investment Analysis	3	RES 9900	Advanced Real Estate Investment Analysis	3
RES 9910	Analytical Skills for Real Estate Decision Making	3	RES 9910	Analytical Skills for Real Estate Decision Making	3
Elective Courses (12 credits)			Elective Courses (12 credits)		
Choose (12 credits) from the list below:			Choose 12 credits from the list below:		
ECO 9774*	Economics of Urban Areas	3	ECO 9774*	Economics of Urban Areas	3
FIN 9770	Corporate Finance	3			
RES 9800	Real Estate Valuation and Market Analysis	3	RES 9800	Real Estate Valuation and Market Analysis	3
RES 9901	Special Topics in Real Estate	3	RES 9901	Special Topics in Real Estate	3
RES 9920	Project Management and Construction	3	RES 9920	Project Management and Construction	3

RES 9930 (TAX 9930)	Real Estate Taxation	3	RES 9930 (TAX 9930)	Real Estate Taxation	3
RES 9950	International Real Estate	3	RES 9950	International Real Estate	3
RES 9960*	Real Estate and Urban Economics	3	RES 9960*	Real Estate and Urban Economics	3
RES 9980 (MGT 9875)	Real Estate Entrepreneurship	3	RES 9980 (MGT 9875)	Real Estate Entrepreneurship	3
*Either ECO 9774 or RES 9960, not both, can be used to fulfill the major requirements			*Either ECO 9774 or RES 9960, not both, can be used to fulfill the major requirements		

Rationale: FIN 9770 is removed from the list of the electives and is instead added as a preliminary course for the program. This is done to preserve electives for real estate topics while ensuring that students are prepared to take RES 9776, a required course in the program that has FIN 9770 as a prerequisite. Since FIN 9776 is in turn a prerequisite for a number of electives, the new program's suggested course sequence is more intuitive. Also, STA 9708 is removed as a preliminary course because it's not a prerequisite for any of the required classes and having skills from FIN 9770 is enough to succeed in the program.

All: 3. The following revisions are proposed for the MS in Business Analytics in the Zicklin School of Business

Program: MS in Business Analytics
HEGIS Code: 5099.00
Program Code: 39963
Effective: Spring 2022

From: MS in Business Analytics			To: MS in Business Analytics		
Preliminary Courses (3 Credits)			Preliminary Courses (3 Credits)		
Course	Description	Crs	Course	Description	Crs
STA 9708	Managerial Statistics	3	STA 9708	Managerial Statistics	3
Courses in Specialization (33-34 Credits)			Courses in Specialization (33-34 Credits)		
Required (21 credits)			Required (21 credits)		
Course	Description	Crs	Course	Description	Crs
BUS 9420 S	Communications and Ethics for Business Analytics	3	BUS 9551	<u>Business Communication I</u>	<u>1.5</u>

			<u>BUS 9425</u>	<u>Ethics in Business Analytics</u>	<u>1.5</u>
STA 9661 (OR) STA/OPR 9750	Applied Statistics for Business Analytics	3	STA 9661 (OR) STA/OPR 9750	Applied Statistics for Business Analytics	3
	Software Tools for Data Analysis	3		Software Tools for Data Analysis	3
CIS 9340	Principles of Database Management Systems	3	CIS 9340	Principles of Database Management Systems	3
CIS 9650	Programming for Business Analytics	3	CIS 9650	Programming for Business Analytics	3
CIS 9660	Data Mining for Business Analytics	3	CIS 9660	Data Mining for Business Analytics	3
MGT 9500 (OR) OPR 9721	Management Science (OR) Intro to Quantitative Modeling	3	MGT 9500 (OR) OPR 9721	Management Science (OR) Intro to Quantitative Modeling	3
BUS 9430*	Business Analytics Project Lifecycle Management	3	BUS 9430*	Business Analytics Project Lifecycle Management	3

~~§~~ Students who intend to pursue a career in Accounting can substitute BUS 9557 for BUS 9420 with the permission of academic advisor. Students cannot get credit for both BUS 9420 and BUS 9557.

* Required capstone course

* Required capstone course

Concentration in Data Analytics (12 Credits: 6 Credits in Required Courses below, 6-7 Credits in Free Electives)

Concentration in Data Analytics (12 Credits: 6 Credits in Required Courses below, 6-7 Credits in Free Electives)

Take two of the courses from the list below

Take two of the courses from the list below

CIS/STA 9760 (OR) CIS 9440	Big Data Technologies	3	CIS/STA 9760 (OR) CIS 9440	Big Data Technologies	3
	Data Warehousing and Analytics	3		Data Warehousing and Analytics	3
CIS 9655	Data Visualization	3	CIS 9655	Data Visualization	3
CIS/STA 9665	Applied Natural Language Processing	3	CIS/STA 9665	Applied Natural Language Processing	3

Concentration in Marketing Analytics (12 Credits: 6 Credits in Required Courses below, 6-7 Credits in Free Electives)

Concentration in Marketing Analytics (12 Credits: 6 Credits in Required Courses below, 6-7 Credits in Free Electives)

Required Courses for Marketing Analytics concentration			Required Courses for Marketing Analytics concentration		
MKT 9737	Marketing Analytics	3	MKT 9737	Marketing Analytics	3
MKT 9738 (OR)	Web Analytics and Intelligence	3	MKT 9738 (OR)	Web Analytics and Intelligence	3
MKT 9741	Marketing Analytics with Big Data	3	MKT 9741	Marketing Analytics with Big Data	3
Concentration in Accounting Analytics (13 Credits: 7 Credits in Required Courses below, 6 Credits in Free Electives)			Concentration in Accounting Analytics (13 Credits: 6-7 Credits in Required Courses below, 6 Credits in Free Electives)		
Required Courses for Accounting Analytics concentration			Required Courses for Accounting Analytics concentration		
ACC 9886**	Data Analytics in Accounting	4	ACC 9886**	Data Analytics in Accounting	4
ACC 9806** (OR)	Financial Statement Analysis and Reporting (OR)	3	ACC 9806** (OR)	Financial Statement Analysis and Reporting (OR)	3
ACC 9993**	Special Topics in Accounting	3	ACC 9993**	Special Topics in Accounting	3
Free Electives			Free Electives		
BUS 9801, 9802, 9803	Graduate Internship I, II, III	3	Choose 6 credits of 9000-level courses from the graduate offerings of the Zicklin School of Business, except for courses applied towards a prior master's degree. Students may take up to 3 credits of internship (BUS 9801 – 9803 or BUS 9811- 9813) toward their business electives. Please see program web site for a list of recommended electives.		
CIS 9440	Data Warehousing and Analytics	3			
CIS 9655	Data Visualization	3			
CIS 9310	Object-Oriented Programming I	3			
CIS 9558	IT Audit	3			
CIS/STA 9760	Big Data Technologies	3			
CIS/STA 9665	Applied Natural Language Processing	3			
STA 9700	Applied Regression Analysis	3			
STA 9705	Multivariate Statistical Methods	3			
STA 9891**	Machine Learning for Data Mining	3			
STA 9701**	Time Series: Forecasting and Statistical Modeling	3			
OPR 9730**	Simulation Modeling and Analysis	3			
MKT 9780	Digital Marketing	3			
MKT 9782	Search Engine Marketing	1.5			
MKT 9783	Social Media Marketing	1.5			

MKT 9737	Marketing Analytics	3
MKT 9738	Web Analytics and Intelligence	3
MKT 9740	Data-driven marketing strategy	3
MKT 9741	Marketing Analytics with Big Data	3
MKT 9796	Special Topics in Marketing Analytics	1.5
MKT 9797	Special Topics in Marketing Analytics	3
MGT 9700	Managing Business Operations	3
MGT 9967 (OR) MGT 9973	Technology, Innovation and Design in High-Growth Ventures	3
	Managing Creativity, Ideation and Innovation in Startups and Corporations	3
ECO 9723**	Econometrics – Theory and Applications I	3
FIN 9770**	Corporate Finance	3
FIN 9781**	Intermediate Corporate Finance	3
FIN 9783**	Investment Analysis	3
ACC 9806**	Financial Statement Analysis and Reporting	3
ACC 9886**	Data Analytics in Accounting	4
TAX 9861**	Federal Income Taxation: Theory and Practice	3
<p>** Electives have additional pre-requisites but may be of interest to students with the necessary background. Students may substitute elective courses with ACC/TAX/LAW designation with other advanced accounting or tax courses based on their background.</p>		

Rationale: The 3-credit BUS 9420 has been replaced with two 1.5-credit courses focusing on Business Communication (BUS 9551) and Ethics (BUS 9425) respectively. This change would enable students to take BUS 9551 earlier in their program while providing them with the choice to take the Ethics course (BUS 9425) later after they have learned more about the field of Business Analytics. The number of credits required for Accounting Analytics is changed to 6-7 electives from the current 7 credits. This brings the number of credits required in line with the other concentrations. It further allows students flexibility if they wish to substitute ACC 9886 (4 credits, required course) with a different course when appropriate. Students can now choose up to 6 credits of any 9000-level courses from the graduate offerings of the Zicklin School of Business (instead of a narrower, curated list of courses) to offer students more flexibility in choosing courses that best fit their career arc.

Section AV: Changes in Existing Courses

AV:1 Change in prerequisite to be offered in the Real Estate Department.

CUNYFirst Course ID			
FROM		TO	
Departments	Real Estate	Departments	Real Estate
Course	RES 9910 Analytical Skills for Real Estate Decision Making	Course	RES 9910 Analytical Skills for Real Estate Decision Making
Pre or corequisite	STA-9708	Pre or corequisite	<u>None</u>
Hours	3	Hours	3
Credits	3	Credits	3
Description	The emphasis of this course is on the analytical and quantitative techniques used in commercial real estate financial analysis. To this end, it exposes the student to the major software tools and databases, such as ARGUS and Excel Modeling, used in commercial real estate for microlevel asset valuation and portfolio analytics. The class includes real data examples and computer laboratory assignments.	Description	The emphasis of this course is on the analytical and quantitative techniques used in commercial real estate financial analysis. To this end, it exposes the student to the major software tools and databases, such as ARGUS and Excel Modeling, used in commercial real estate for microlevel asset valuation and portfolio analytics. The class includes real data examples and computer laboratory assignments.
Requirement Designation		Requirement Designation	
Liberal Arts	[<input type="checkbox"/>] Yes [<input type="checkbox"/>] No	Liberal Arts	[<input type="checkbox"/>] Yes [<input type="checkbox"/>] No
Course Attribute (e.g. Writing Intensive, Honors, etc.)		Course Attribute (e.g. Writing Intensive, Honors, etc.)	
Course Applicability	_____ Major	Course Applicability	_____ Major
	_____ Gen Ed Required		_____ Gen Ed Required
	_____ English Composition		_____ English Composition
	_____ Mathematics		_____ Mathematics
	_____ Science		_____ Science
	_____ Gen Ed Flexible		_____ Gen Ed Flexible
	_____ World Cultures		_____ World Cultures
	_____ US Experience in its Diversity		_____ US Experience in its Diversity
	_____ Creative Expression		_____ Creative Expression
	_____ Individual and Society		_____ Individual and Society
	_____ Scientific World		_____ Scientific World

	_____ Gen Ed – College Option		
	College Option Detail		
Effective Term	Spring 2022		

Rationale: The department does not believe that STA 9708 is necessary to be successful in RES 9910 and that removing it as a prerequisite will allow more students to take this class.

AV:2.1 Change(s) to be offered in the Bert W. Wasserman Department of Economics and Finance.

CUNYFirst Course ID			
FROM		TO	
Departments	Bert W. Wasserman Department of Economics and Finance	Departments	Bert W. Wasserman Department of Economics and Finance
Course	FIN 9853: Measurement and Management of Market Risk II	Course	FIN 9853: Measurement and Management of Market Risk II
Pre or corequisite	Pre-requisite: FIN 9852	Pre or corequisite	<u>Pre/corequisite:</u> FIN 9852
Hours	1.5	Hours	1.5
Credits	1.5	Credits	1.5
Description	This course is a continuation of Finance 9852, The Measurement and Management of Market Risk I, and extends students' knowledge of the concepts and measures of market risk. From this foundation, students will learn how financial institutions actively use these models to manage risk, and how these techniques are tested and evaluated in practice. This course will also include an analysis of the implications of market risk for regulatory capital requirements. Specific topics include: estimation of value at risk for derivatives and fixed income securities with embedded optionality, and evaluations using techniques of stress testing, and Monte Carlo and scenario analyses.	Description	This course is a continuation of Finance 9852, The Measurement and Management of Market Risk I, and extends students' knowledge of the concepts and measures of market risk. From this foundation, students will learn how financial institutions actively use these models to manage risk, and how these techniques are tested and evaluated in practice. This course will also include an analysis of the implications of market risk for regulatory capital requirements. Specific topics include: estimation of value at risk for derivatives and fixed income securities with embedded optionality, and evaluations using techniques of stress testing, and Monte Carlo and scenario analyses.
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [x] No	Liberal Arts	[] Yes [x] No
Course Attribute (e.g. Writing Intensive, Honors, etc.)		Course Attribute (e.g. Writing Intensive, Honors, etc.)	

Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society	Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society
Effective Term	Spring 2022		

Rationale: FIN 9852 and FIN 9853 are typically offered in one semester with FIN 9852 as the first 7-week course and FIN 9853 as the second 7-week course. The current prerequisite status prevents students from registering in FIN 9853 in the same semester and requires the Zicklin Graduate Office to overwrite in each case. Allowing FIN 9852 as a co-requisite of FIN 9853 would enable students to register in both classes in the semester. The sequence of FIN 9852 and FIN 9853 is enforced through course scheduling.

AV:2.2 Change(s) prerequisite, to be offered in the Bert W. Wasserman Department of Economics and Finance.

CUNYFirst Course ID			
FROM		TO	
Departments	Bert W. Wasserman Department of Economics and Finance	Departments	Bert W. Wasserman Department of Economics and Finance
Course	FIN 9855: Measurement and Management of Credit Risk II	Course	FIN 9855: Measurement and Management of Credit Risk II
Pre or corequisite	Pre-requisite: FIN 9854	Pre or corequisite	<u>Pre/corequisite:</u> FIN 9854
Hours	1.5	Hours	1.5
Credits	1.5	Credits	1.5
Description	This course is a continuation of Finance 9854, The Measurement and Management of Credit Risk I. It extends the analysis of individual loans and borrowers to issues of the measurement and analysis of groups and portfolios of loans. It covers loan concentration risk, risk models based on ratings migrations, models appropriate for the evaluation of insurance firm risks, and the analytical derivation and use of risk-adjusted return on capital. This course also introduces students to the concepts and uses of credit derivatives.	Description	This course is a continuation of Finance 9854, The Measurement and Management of Credit Risk I. It extends the analysis of individual loans and borrowers to issues of the measurement and analysis of groups and portfolios of loans. It covers loan concentration risk, risk models based on ratings migrations, models appropriate for the evaluation of insurance firm risks, and the analytical derivation and use of risk-adjusted return on capital. This course also introduces students to the concepts and uses of credit derivatives.

Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [x] No	Liberal Arts	[] Yes [x] No
Course Attribute (e.g. Writing Intensive, Honors, etc.)		Course Attribute (e.g. Writing Intensive, Honors, etc.)	
Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society	Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society
Effective Term	Spring 2022		

Rationale: FIN 9854 and FIN 9855 are typically offered in one semester with FIN 9854 as the first 7-week course and FIN 9855 as the second 7-week course. The current pre-requisite status prevents students from registering in FIN 9855 in the same semester and requires the Zicklin Graduate Office to overwrite in each case. Allowing FIN 9854 as a co-requisite of FIN 9855 would enable students to register in both classes in the semester. The sequence of FIN 9854 and FIN 9855 is enforced through course scheduling.

AV:3.1 Change in course prefix to be offered in the Narendra Paul Loomba Management Department

CUNYFirst Course ID			
FROM		TO	
Departments	Narendra Paul Loomba Management Department	Departments	Narendra Paul Loomba Management Department
Course	MGT-9700 Managing Business Operations	Course	<u>OPM</u> 9700 Managing Business Operations
Prerequisites	STA 9708. Not open to students who have completed MGT 9702 or MGT 9704.	Prerequisite	STA 9708. Not open to students who have completed MGT 9702 or MGT 9704 <u>or MGT 9700.</u>
Hours	3	Hours	3
Credits	3	Credits	3
Description	Students will learn how to leverage a firm's operations to create value, drive financial performance, and generate customer satisfaction. This includes measuring the performance of business processes and then continuously improving them with such tools as Lean and Six Sigma.	Description	Students will learn how to leverage a firm's operations to create value, drive financial performance, and generate customer satisfaction. This includes measuring the performance of business processes and then continuously improving them with such tools as Lean and Six Sigma.

	It also includes strategies to match supply with demand in services and manufacturing through demand forecasting, capacity planning, inventory management, and logistics for effective and coordinated supply chains. Best practices for managing and scheduling projects are also addressed. The interdependencies among operations, strategy, finance, marketing, and accounting are stressed throughout the course. Theory is grounded in practice with real examples drawn from financial services and banking, retail, healthcare, hospitality, transportation, manufacturing, and government.		It also includes strategies to match supply with demand in services and manufacturing through demand forecasting, capacity planning, inventory management, and logistics for effective and coordinated supply chains. Best practices for managing and scheduling projects are also addressed. The interdependencies among operations, strategy, finance, marketing, and accounting are stressed throughout the course. Theory is grounded in practice with real examples drawn from financial services and banking, retail, healthcare, hospitality, transportation, manufacturing, and government.
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive, Honors, etc.)		Course Attribute (e.g. Writing Intensive, Honors, etc.)	
Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College <input type="checkbox"/> Option Detail	Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Spring 2022		

Rationale: Rationale for prefix change: the Operations Management (OM) group in the Narendra Paul Loomba Department of Management has undertaken a comprehensive review of its course offerings. Last year, as part of a curriculum change at the undergraduate level, the department proposed (and the Undergraduate Curriculum Committee approved) the addition of a new course prefix (OPM) to help students more easily distinguish OM courses from other course offerings in Management. This distinction is in line with other departments housing several disciplines, and we now propose to make the same change to our graduate course offerings for consistency. The title, description, and course content of this class remain unchanged.

AV:3.2 Change in course prefix, title, and description to be offered in the Narendra Paul Loomba Management Department

CUNYFirst Course ID		TO	
FROM			
Departments	Narendra Paul Loomba Management Department	Departments	Narendra Paul Loomba Management Department
Course	MGT 9722 HC Informatics and Quality	Course	OPM 9722 Healthcare Analytics and Quality
Prerequisites	STA 9708. Open only to students in the MBA-Healthcare Administration Program	Prerequisite	STA 9708. Open only to students in the MBA-Healthcare Administration Program
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course is designed to provide students with an understanding of how databases are used within healthcare and how to leverage them to be able to conduct quality research/performance improvement projects. Students will learn and use various statistical tools to analyze medical data sets to transform numbers, patterns, and trends into information for decision making as well as for quality and performance improvement in health outcomes.	Description	<u>This course introduces data analytics tools and their application in a healthcare context, with an emphasis on quality and performance improvement projects. Students will use statistical tools to analyze medical data sets to transform numbers, patterns, and trends into information suitable for decision making. Students will apply managerial frameworks such as PDSA, Lean, or Six Sigma to manage quality and performance improvement in health outcomes.</u>
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive, Honors, etc.)		Course Attribute (e.g. Writing Intensive, Honors, etc.)	
Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Spring 2022		

Rationale: Rationale for prefix change: the Operations Management (OM) group in the Narendra Paul Loomba Department of Management has undertaken a comprehensive review of its course offerings. Last year, as part of a curriculum change at the undergraduate level, the department proposed (and the Undergraduate Curriculum Committee approved) the addition of a new course prefix (OPM) to help students more easily distinguish OM courses from other course offerings in Management. This distinction is in line with other departments housing several disciplines, and we now propose to make the same change to our graduate course offerings for consistency. Rationale for title change: we have revised the title to reflect an increased focus on gaining meaning and insight from data (i.e., analytics). Rationale for description change: we have revised the description to reflect an increased focus on gaining meaning and insight from data, as opposed to data management. Rationale for title change: the title has been revised to make it explicit that the course will emphasize managerial frameworks such as Six Sigma. This course is only offered in the Executive MBA in Healthcare Administration. These changes reflect how the course is currently being taught in Fall 2020.

AV:3.3

Change in course prefix, title, prerequisites, and description to be offered in the Narendra Paul Loomba Management Department

CUNYFirst Course			
FROM		TO	
Departments	Narendra Paul Loomba Management Department	Departments	Narendra Paul Loomba Management Department
Course	MGT 9730 Project Management: Strategic Design and Implementation	Course	OPM 9730 Project Management
Prerequisites	MGT 9700 or MGT 9702	Prerequisite	None
Hours	3	Hours	3
Credits	3	Credits	3
Description	<p>Study of strategic management of projects, which involve change and creation of something new or different. Intended to help students better prepare for the current and future business worlds, which are characterized by change and demands for innovation.</p> <p>Topics include project initiation and planning, organizational structure, teamwork, leadership resource planning and scheduling, project termination, and quality and culture consideration. A variety of real cases are discussed, including service process re-engineering and development of new product/service, computer software, advertising program, and financial investment. Students are assigned a term project for a hands-on experience of project management</p>	Description	<p>This course focuses on the theory and practice of project management in organizations. Students will learn project portfolio selection and initiation, project planning, project scheduling, optimizing time and cost tradeoffs, managing risk and uncertainty, assessing progress, managing resources, managing project teams, and managing decentralized global projects. Operational and financial measures of performance, scheduling methodologies including CPM, PERT, and Agile, and the Project Management Institute Body of Knowledge (PMBOK) are emphasized.</p>
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No

Course Attribute (e.g. Writing Intensive, Honors, etc.)		Course Attribute (e.g. Writing Intensive, Honors, etc.)	
Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World <input type="checkbox"/> Gen Ed – College Option College Option Detail	Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Spring 2022		

Rationale: Rationale for prefix change: the Operations Management (OM) group in the Narendra Paul Loomba Department of Management has undertaken a comprehensive review of its course offerings. Last year, as part of a curriculum change at the undergraduate level, the department proposed (and the Undergraduate Curriculum Committee approved) the addition of a new course prefix (OPM) to help students more easily distinguish OM courses from other course offerings in Management. This distinction is in line with other departments housing several disciplines, and we now propose to make the same change to our graduate course offerings for consistency. Rationale for prerequisite change: we have revised the course to make it a standalone course in Project Management (PM). While PM is an important part of OM, the theory and practice of PM are useful for prospective managers in many different fields. Because the course has been revised to be independent of the introductory course in OM (OPM 9700), we propose to remove the prerequisite to increase students' flexibility to take the courses in any order. Rationale for description change: we have revised the description of the course to be more up-to-date with current best practices in PM.

AV:3.4 Change in course prefix and prerequisite to be offered in the Narendra Paul Loomba Management Department

CUNYFirst Course ID			
FROM		TO	
Departments	Narendra Paul Loomba Management Department	Departments	Narendra Paul Loomba Management Department
Course	MGT 9740 Sustainability in Supply Chains and Operations	Course	OPM 9740 Sustainability in Supply Chains and Operations
Prerequisites	MGT 9700 or MGT 9702	Prerequisite	OPM 9700 or MGT 9700 or MGT 9722
Hours	3	Hours	No change
Credits	3	Credits	No change

Description	The purpose of this course is to provide an understanding of environmental and social sustainability issues in managing global and domestic supply chains. It will introduce the students -- through a series of case studies, projects, and guest lectures from industry leaders --to the most important concepts of sustainability within the end-to-end supply chain. Students will investigate building an operations strategy for sustainability, the economic value of sustainable operations, sustainable product design/packaging/manufacturing, managing a sustainable supply chain, social responsibility in the supply chain, building a “green” information technologies infrastructure to support operations, green logistics and reverse logistics, and modern standards for measuring and certifying sustainable operations	Description	The purpose of this course is to provide an understanding of environmental and social sustainability issues in managing global and domestic supply chains. It will introduce the students -- through a series of case studies, projects, and guest lectures from industry leaders --to the most important concepts of sustainability within the end-to-end supply chain. Students will investigate building an operations strategy for sustainability, the economic value of sustainable operations, sustainable product design/packaging/manufacturing, managing a sustainable supply chain, social responsibility in the supply chain, building a “green” information technologies infrastructure to support operations, green logistics and reverse logistics, and modern standards for measuring and certifying sustainable operations.
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive, Honors, Course Applicability)		Course Attribute (e.g. Writing Intensive, Honors, Course Applicability)	
	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World		<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Spring 2022		

Rationale: Rationale for prefix change: the Operations Management (OM) group in the Narendra Paul Loomba Department of Management has undertaken a comprehensive review of its course offerings. Last year, as part of a curriculum change at the undergraduate level, the department proposed (and the Undergraduate Curriculum Committee approved) the addition of a new course prefix (OPM) to help students more easily distinguish OM courses from other course offerings in Management. This distinction is in line with other departments housing several disciplines, and we now propose to make the same change to our graduate course offerings for consistency. Rationale for prerequisite change: updated to reflect the changed prefix of MGT/OPM 9700. The existing course description and content will remain the same.

AV:4 Change in course prefix, title, prerequisite, and description to be offered in the Narendra Paul Loomba Management

Department

CUNYFirst Course ID		TO	
FROM		TO	
Departments	Narendra Paul Loomba Management Department	Departments	No change
Course	MGT 9500 Management Science	Course	<u>OPM 9500 Decision Models and Analytics</u>
Prerequisites	STA 9708. Credit is given for OPR 9721 or MGT 9500, not both	Prerequisite	<u>STA 9708. Credit is given for only one of the following: OPR 9721, MGT 9500, or OPM 9500.</u>
Hours	3	Hours	No change
Credits	3	Credits	No change
Description	Introduction to management science as an aid to managerial decision making. Students develop an understanding of the nature, structure, and analysis of decisions and examine the usefulness of the model building approach to the manager. The formulation, solution, and interpretation of various applicable deterministic and stochastic models are studied.	Description	<u>This course teaches how organizations leverage prescriptive analytics to recommend optimal actions that achieve business objectives like profits, cost savings, operational efficiencies, and service excellence. Central to the course is a decision-modeling framework, which uses optimization technologies to solve complex business problems with many decision variables, constraints, and tradeoffs. Students will build and interpret decision models related to several business disciplines including operations management, economics, marketing, finance, strategy, and accounting. Students will learn how to use decision analytics to compete in the face of risk and uncertainty.</u>
Requirement Designation		Requirement Designation	
Liberal Arts	[] Yes [X] No	Liberal Arts	[] Yes [X] No
Course Attribute (e.g. Writing Intensive,		Course Attribute (e.g. Writing Intensive,	
Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World	Course Applicability	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science <input type="checkbox"/> Gen Ed Flexible <input type="checkbox"/> World Cultures <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World

Effective Term	Spring 2022
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Rationale: Rationale for prefix change: the Operations Management (OM) group in the Narendra Paul Loomba Department of Management has undertaken a comprehensive review of its course offerings. Last year, as part of a curriculum change at the undergraduate level, the department proposed (and the Undergraduate Curriculum Committee approved) the addition of a new course prefix (OPM) to help students more easily distinguish OM courses from other course offerings in Management. This distinction is in line with other departments housing several disciplines, and we now propose to make the same change to our graduate course offerings for consistency. Rationale for title change: the term “management science” is outdated. Indeed, the professional organization formerly known as the Institute for Operations Research and Management Science has recently dropped the term and simply rebranded as “Informs.” The current terminology preferred by practitioners is either “prescriptive analytics” or “decision analytics.” We have updated the course title to reflect current usage and to reflect the emphasis on decision modeling.

Rationale for description change: the description is changed to better reflect what is currently taught in the course as of Fall 2020.