

**Baruch College**

Academic University Report Detail

October 2020

**PART A: ACADEMIC MATTERS**

The following recommendations of the Curriculum Committee were approved at the Marx School of Public and International Affairs Faculty Meeting on May 19, 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

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

From			To		
Course	Description	Crs	Course	Description	Crs
<b>Requirements for the Specialization in Urban Development and Sustainability in the MPA program</b>			<b>Requirements for the Specialization in Urban Development and Sustainability in the MPA program</b>		
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
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 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	<u>PAF 9134</u>	<u>Urban Transportation Policy</u>	<u>3</u>
PAF 9141	Community Development: History, Present, and Future	3	PAF 9136	Urban Economic Development	3
or	or				

PAF 9142	Housing Policy		PAF 9141	Community Development: History, Present, and Future	3
or	or		or	or	
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices		PAF 9142	Housing Policy	
PAF 9150	Introduction to the Nonprofit Sector	3	or	or	
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3	PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	
PAF 9152	Fund Raising and Grants Administration in Nonprofit and Voluntary Organizations	3	PAF 9150	Introduction to the Nonprofit Sector	3
PAF 9153	Budgeting and Finance for Nonprofits	3	PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3
PAF 9159	Privatization and Market-based Government	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		42-45	Total credits required for the Urban Development and Sustainability Specialization in the Masters of Public Administration (MPA) program		42-45

Rationale: Transportation and Policy are noted in the specialization's description. Transportation policy shapes our cities. Different modes of transportation provide varying levels of speed, connectivity, and access that affect land use and growth. Urban transportation policy has environmental, financial, spatial, and social implications.

**AIII.1.2** The following revisions are proposed for the Specialization in Policy Analysis and Evaluation in the MPA program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
<b>Requirements for the Specialization in Policy Analysis and Evaluation in the MPA program</b>			<b>Requirements for the Specialization in Policy Analysis and Evaluation in the MPA program</b>		
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
Policy Analysis and Evaluation Required Courses (6 credits)			Policy Analysis and Evaluation Required Courses (6 credits)		
PAF 9133	Economics of the Public Sector and Public Finance	3	PAF 9133	Economics of the Public Sector and Public Finance	3
PAF 9180	Policy Analysis	3	PAF 9180	Policy Analysis	3
Policy Analysis and Evaluation Elective Courses (6 credits)			Policy Analysis and Evaluation Elective Courses (6 credits)		
PAF 9110	Ethics and Public Decision-Making	3	PAF 9110	Ethics and Public Decision-Making	3
PAF 9141	Community Development: History, Present, and Future	3	<u>PAF 9134</u>	<u>Urban Transportation Policy</u>	<u>3</u>
OR	OR		PAF 9141	Community Development: History, Present, and Future	3
PAF 9142	Housing Policy		OR	OR	
PAF 9145	Poverty and Welfare Policy	3	PAF 9142	Housing Policy	
PAF 9161	Business and Public Policy	3	PAF 9145	Poverty and Welfare Policy	3
PAF 9173	Program Auditing and Performance Measurement	3	PAF 9161	Business and Public Policy	3
PAF 9174	Program Evaluation	3	PAF 9173	Program Auditing and Performance Measurement	3
PAF 9177	Advanced Quantitative Methods	3	PAF 9174	Program Evaluation	3
PAF 9185	Environmental Policy	3	PAF 9177	Advanced Quantitative Methods	3
OR	OR		PAF 9185	Environmental Policy	3
PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices		OR	OR	
PAF 9186	Map Making for Public Policy	3	PAF 9143	Greening and Growing Cities: Sustainability and Public Policy Choices	
PAF 9318	Educational Policy	3	PAF 9186	Map Making for Public Policy	3
PAF 9338	Higher Education, Politics and Public Policy	3	PAF 9318	Educational Policy	3
PAF 9699	Selected Topics in Public Policy	3			

PAF 9710	Health and Health Care	3	PAF 9338	Higher Education, Politics and Public Policy	3
OR	OR				
PAF 9715	Health Care Policy		PAF 9699	Selected Topics in Public Policy	3
OR	OR		PAF 9710	Health and Health Care	3
PAF 9766	Health Care Costs and Financing		OR	OR	
			PAF 9715	Health Care Policy	
			OR	OR	
			PAF 9766	Health Care Costs and Financing	
Total credits required for the Policy Analysis and Evaluation Specialization in the Masters of Public Administration (MPA) program		42-45	Total credits required for the Policy Analysis and Evaluation Specialization in the Masters of Public Administration (MPA) program		42-45

Rationale: Transportation and Policy are noted in the specialization's description. Transportation policy shapes our cities. Different modes of transportation provide varying levels of speed, connectivity, and access that affect land use and growth. Urban transportation policy has environmental, financial, spatial, and social implications.

**Program Code:** 37904

**HEGIS Code:** 2212.00

**Effective:** Fall 2021

**AIII.1:3** The following revisions are proposed for the International Non-Governmental Organizations Concentration in the Master of International Affairs program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
<b>Requirements for the International Non-Governmental Organizations (INGO) concentration in the Master of International Affairs program</b>			<b>Requirements for the International Non-Governmental Organizations (INGO) concentration in the Master of International Affairs program</b>		
Required Courses (24-27 credits)			Required Courses (24-27 credits)		
PAF 9140	Budgeting and Financial Analysis I	3	PAF 9140	Budgeting and Financial Analysis I	3
PAF 9170	Research and Analysis I	3	PAF 9170	Research and Analysis I	3
PAF 9172	Research and Analysis II	3	PAF 9172	Research and Analysis II	3
PAF 9181	Comparative Public Policy and Administration	3	PAF 9181	Comparative Public Policy and Administration	3
PAF 9184	International Institutions and Global Governance	3	PAF 9184	International Institutions and Global Governance	3
PAF 9415	International Economics	3	PAF 9415	International Economics	3

PAF 9420	Global Communication	3	PAF 9420	Global Communication	3
PAF 9490	International Affairs Capstone Seminar	3	PAF 9490	International Affairs Capstone Seminar	3
*PAF 9195	Public Affairs Internship	3	*PAF 9195	Public Affairs Internship	3
INGO Concentration Required Courses (3 credits)			INGO Concentration Required Courses (3 credits)		
PAF 9183	International Nonprofit Organizations	3	PAF 9183	International Nonprofit Organizations	3
INGO Concentration Elective Courses (15 credits) 9 credits from list below plus 6 credits either from list below or from another graduate program with advisor approval			INGO Concentration Elective Courses (15 credits) 9 credits from list below plus 6 credits either from list below or from another graduate program with advisor approval		
PAF 9109	Government Contracting	3	PAF 9109	Government Contracting	3
PAF 9120	Public and Nonprofit Management I	3	PAF 9120	Public and Nonprofit Management I	3
PAF 9150	Introduction to the Nonprofit Sector	3	PAF 9150	Introduction to the Nonprofit Sector	3
PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3	PAF 9151	Administration of the Nonprofit Sector and Voluntary Agencies	3
PAF 9152	Fundraising and Grants Administration in Nonprofit and Voluntary Organizations	3	PAF 9152	Fundraising and Grants Administration in Nonprofit and Voluntary Organizations	3
PAF 9153	Budgeting and Finance for Nonprofits	3	PAF 9153	Budgeting and Finance for Nonprofits	3
PAF 9156	Emergency Preparation, Response, and Recovery	3	PAF 9156	Emergency Preparation, Response, and Recovery	3
PAF 9157	Introduction to Philanthropy	3	PAF 9157	Introduction to Philanthropy	3
PAF 9174	Program Evaluation	3	PAF 9174	Program Evaluation	3
PAF 9182	Development Administration	3	<u>PAF 9180</u>	<u>Policy Analysis</u>	<u>3</u>
PAF 9199	Selected Topics in Public Affairs	3	PAF 9182	Development Administration	3
PAF 9299	Selected Topics in Nonprofit Management	3	PAF 9199	Selected Topics in Public Affairs	3
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3	PAF 9299	Selected Topics in Nonprofit Management	3
PAF 9411	Comparative Urban Policy and Governance	3	PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3
PAF 9416	Global Growth	3	PAF 9411	Comparative Urban Policy and Governance	3
PAF 9425	Western Hemisphere Affairs: Past, Present and Future	3	PAF 9416	Global Growth	3
PAF 9426	Illicit Trade	3	PAF 9425	Western Hemisphere Affairs: Past, Present and Future	3
PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond	3	PAF 9426	Illicit Trade	3
PAF 9436	International Security and the Liberal World Order	3	PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond	3
PAF 9699	Selected Topics in Public Policy	3	PAF 9436	International Security and the Liberal World Order	3
			PAF 9699	Selected Topics in Public Policy	3

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
CIS 9230	Globalization and Technology	3	CIS 9230	Globalization and Technology	3
* The internship is required of candidates who have less than 1-year relevant international work experience.			* The internship is required of candidates who have less than 1-year relevant international work experience		
Total credits required for the INGO Concentration in the Masters of International Affairs program			Total credits required for the INGO Concentration in the Masters of International Affairs program		
42-45			42-45		

Rationale: PAF 9180 was previously removed from the Core MIA Offerings, but it should be kept as an elective in the program to provide students flexibility and opportunity to deepen their knowledge of international issues and their chosen concentrations.

**AIII.1:4** The following revisions are proposed for the Trade Policy and Global Economic Governance Concentration in the Master of International Affairs program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
<b>Requirements for the Trade Policy and Global Economic Governance (TPGEG) concentration in the Master of International Affairs program</b>			<b>Requirements for the Trade Policy and Global Economic Governance (TPGEG) concentration in the Master of International Affairs program</b>		
Required Courses (24-27 credits)			Required Courses (24-27 credits)		
PAF 9140	Budgeting and Financial Analysis I	3	PAF 9140	Budgeting and Financial Analysis I	3
PAF 9170	Research and Analysis I	3	PAF 9170	Research and Analysis I	3
PAF 9172	Research and Analysis II	3	PAF 9172	Research and Analysis II	3
PAF 9181	Comparative Public Policy and Administration	3	PAF 9181	Comparative Public Policy and Administration	3
PAF 9184	International Institutions and Global Governance	3	PAF 9184	International Institutions and Global Governance	3
PAF 9415	International Economics	3	PAF 9415	International Economics	3
PAF 9420	Global Communication	3	PAF 9420	Global Communication	3
PAF 9490	International Affairs Capstone Seminar	3	PAF 9490	International Affairs Capstone Seminar	3
*PAF 9195	Public Affairs Internship	3	*PAF 9195	Public Affairs Internship	3
TPGEG Concentration Required Courses (6 credits)			TPGEG Concentration Required Courses (6 credits)		
PAF 9440	Trade Policy	3	PAF 9440	Trade Policy	3
PAF 9450	International Development	3	PAF 9450	International Development	3

TPGEG Concentration Elective Courses (12 credits)  
9 from the list below or 3 from another graduate program with advisor approval

PAF 9104	Media, Politics and Public Culture	3
PAF 9119	Organization Theory	3
PAF 9174	Program Evaluation	3
PAF 9182	Development Administration	3
PAF 9199	Selected Topics in Public Affairs	3
PAF 9299	Selected Topics in Nonprofit Management	3
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3
PAF 9411	Comparative Urban Policy and Governance	3
PAF 9416	Global Growth	3
PAF 9425	Western Hemisphere Affairs: Past, Present and Future	3
PAF 9426	Illicit Trade	3
PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond	3
PAF 9436	International Security and the Liberal World Order	3
PAF 9445	International Political Economy	3
PAF 9455	International Regulatory Policy	3
PAF 9699	Selected Topics in Public Policy	3
IBS 9761	Emerging Markets and the International Business Environment	3
IBS 9767	Global Firms, Cultures, and Governments	3
CIS 9230	Globalization and Technology	3
LAW 9740	International Trade and Investment Law	3
MKT 9739	Global Advertising and Marketing Communication	3
MKT 9764	Internet Marketing and Global Business	3

\*The internship is required of candidates who have less than 1-year relevant international work experience

Total credits required for the Trade Policy and

TPGEG Concentration Elective Courses (12 credits)  
9 from the list below or 3 from another graduate program with advisor approval

PAF 9104	Media, Politics and Public Culture	3
PAF 9119	Organization Theory	3
PAF 9174	Program Evaluation	3
<u>PAF 9180</u>	<u>Policy Analysis</u>	<u>3</u>
PAF 9182	Development Administration	3
PAF 9199	Selected Topics in Public Affairs	3
PAF 9299	Selected Topics in Nonprofit Management	3
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3
PAF 9411	Comparative Urban Policy and Governance	3
PAF 9416	Global Growth	3
PAF 9425	Western Hemisphere Affairs: Past, Present and Future	3
PAF 9426	Illicit Trade	3
PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond	3
PAF 9436	International Security and the Liberal World Order	3
PAF 9445	International Political Economy	3
PAF 9455	International Regulatory Policy	3
PAF 9699	Selected Topics in Public Policy	3
IBS 9761	Emerging Markets and the International Business Environment	3
IBS 9767	Global Firms, Cultures, and Governments	3
CIS 9230	Globalization and Technology	3
LAW 9740	International Trade and Investment Law	3
MKT 9739	Global Advertising and Marketing Communication	3
MKT 9764	Internet Marketing and Global Business	3

\*The internship is required of candidates who have less than 1-year relevant international work experience

Total credits required for the Trade Policy and  
Global Economic Governance Concentration



Global Economic Governance Concentration in the Masters of International Affairs program	42-45	in the Masters of International Affairs program	42-45
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**Rationale:** PAF 9180 was previously removed from the Core MIA Offerings, but it should be kept as an elective in the program to provide students flexibility and opportunity to deepen their knowledge of international issues and their chosen concentrations.

**AIII.1:5** The following revisions are proposed for the Western Hemisphere Affairs Concentration in the Master of International Affairs program in the Marxe School of Public and International Affairs.

From			To		
Course	Description	Crs	Course	Description	Crs
<b>Requirements for the Western Hemisphere Affairs (WHA) concentration in the Master of International Affairs program</b>			<b>Requirements for the Western Hemisphere Affairs (WHA) concentration in the Master of International Affairs program</b>		
Required Courses (24-27 credits)			Required Courses (24-27 credits)		
PAF 9140	Budgeting and Financial Analysis I	3	PAF 9140	Budgeting and Financial Analysis I	3
PAF 9170	Research and Analysis I	3	PAF 9170	Research and Analysis I	3
PAF 9172	Research and Analysis II	3	PAF 9172	Research and Analysis II	3
PAF 9181	Comparative Public Policy and Administration	3	PAF 9181	Comparative Public Policy and Administration	3
PAF 9184	International Institutions and Global Governance	3	PAF 9184	International Institutions and Global Governance	3
PAF 9415	International Economics	3	PAF 9415	International Economics	3
PAF 9420	Global Communication	3	PAF 9420	Global Communication	3
PAF 9490	International Affairs Capstone Seminar	3	PAF 9490	International Affairs Capstone Seminar	3
*PAF 9195	Public Affairs Internship	3	*PAF 9195	Public Affairs Internship	3
WHA Concentration Required Courses (3 credits)			WHA Concentration Required Courses (3 credits)		
PAF 9425	Western Hemisphere Affairs: Past, Present and Future	3	PAF 9425	Western Hemisphere Affairs: Past, Present and Future	3
WHA Concentration Elective Courses (12 credits) 9 from list below, plus 3 credits either from list below or from another graduate program with advisor approval			WHA Concentration Elective Courses (12 credits) 9 from list below, plus 3 credits either from list below or from another graduate program with advisor approval		
PAF 9104	Media, Politics and Public Culture	3	PAF 9104	Media, Politics and Public Culture	3
PAF 9119	Organization Theory	3	PAF 9119	Organization Theory	3

PAF 9174	Program Evaluation	3	PAF 9174	Program Evaluation	3
PAF 9199	Selected Topics in Public Affairs	3	<u>PAF 9180</u>	<u>Policy Analysis</u>	<u>3</u>
PAF 9299	Selected Topics in Nonprofit Management	3	PAF 9199	Selected Topics in Public Affairs	3
PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3	PAF 9299	Selected Topics in Nonprofit Management	3
PAF 9411	Comparative Urban Policy and Governance	3	PAF 9410	Global Economic Governance: Pacts, Actors, and Regimes	3
PAF 9416	Global Growth	3	PAF 9411	Comparative Urban Policy and Governance	3
PAF 9426	Illicit Trade	3	PAF 9416	Global Growth	3
PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond	3	PAF 9426	Illicit Trade	3
PAF 9436	International Security and the Liberal World Order	3	PAF 9430	Diaspora, Migration and Transnational Life in the Western Hemisphere and Beyond	3
PAF 9440	Trade Policy	3	PAF 9436	International Security and the Liberal World Order	3
PAF 9445	International Political Economy	3	PAF 9440	Trade Policy	3
PAF 9450	International Development	3	PAF 9445	International Political Economy	3
PAF 9699	Selected Topics in Public Policy	3	PAF 9450	International Development	3
IBS 9761	Emerging Markets and the International Business Environment	3	PAF 9699	Selected Topics in Public Policy	3
IBS 9767	Global Firms, Cultures, and Governments	3	IBS 9761	Emerging Markets and the International Business Environment	3
CIS 9230	Globalization and Technology	3	IBS 9767	Global Firms, Cultures, and Governments	3
LAW 9740	International Trade and Investment Law	3	CIS 9230	Globalization and Technology	3
MKT 9739	Global Advertising and Marketing Communication	3	LAW 9740	International Trade and Investment Law	3
MKT 9764	Internet Marketing and Global Business	3	MKT 9739	Global Advertising and Marketing Communication	3
*The internship is required of candidates who have less than 1-year relevant international work experience			MKT 9764	Internet Marketing and Global Business	3
Total credits required for the Western Hemisphere Affairs Concentration in the Masters of International Affairs program			Total credits required for the Western Hemisphere Affairs Concentration in the Masters of International Affairs program		
42-45			42-45		

Rationale: PAF 9180 was previously removed from the Core MIA Offerings, but it should be kept as an elective in the program to provide students flexibility and opportunity to deepen their knowledge of international issues and their chosen concentrations.

**Section AIV: New Courses**

**Program Code:** 20526

**HEGIS Code:** 2102.00

**Effective:** Fall 2021

**AIV.1.1**

The following new course is proposed for the Bachelor of Science in Public Affairs in the Marxe School of Public and International Affairs.

CUNYfirst Course ID	PAF 3018
Department(s)	Marxe School of Public and International Affairs
Career	<input checked="" type="checkbox"/> Undergraduate <input 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	3018
Course Title	Immigrant Cities
Catalogue Description	This course examines the growing policy activism of American cities in the context of the U.S. federalism. It examines the politics and policies of both pro-immigrant and anti-immigrant cities, the various governmental and nongovernmental actors involved in local immigration policymaking, and the many city policy arenas in which immigrant issues are addressed.
Pre-Requisites	ENG 2150
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: The BSPA faculty director solicited this course, to be added to the elective offerings of the BSPA program. Immigration policy is of great importance to Marxe students and public affairs more generally; while there are other immigration courses offered at Baruch College, this is the only one with a city politics/policy focus.

This course is an elective for the BSPA program, to be offered annually with a projected enrollment of 24 students.

**Program Code:** 01966  
**HEGIS Code:** 2102.00  
**Effective:** Fall 2021

**AIV.1.2**

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

CUNYfirst Course ID	PAF 9134
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	9134
Course Title	Urban Transportation Policy
Catalogue Description	<p>This course focuses on private mobility (e.g., cars, bicycles, new technologies), local public and collective transportation (e.g., buses, subways, light rail) in urban U.S. settings. Transportation policies that drive capital planning and demand management have implications for land use, the environment, and the equitability of access to opportunities.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>
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: This class gives Marxe students the opportunity to learn how to assess costs and benefits for a variety of transportation projects, and evaluate the environmental, social and political tradeoffs among transportation policies. Students will contextualize and assess the pricing of transportation, including gas and carbon taxes, transit fares, and tolls. This class teaches how federal, state, local, and metropolitan levels of government interact to plan and finance transportation projects. Students will become familiar with travel, ridership, and commuting data, and how they are used by policy makers. Finally, students will practice comparing how different transportation modes accommodate and drive growth.

This course is an elective for the MPA and MIA programs, to be offered annually with a projected enrollment of 20.

**AIV.1.3**

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

CUNYfirst Course ID	PAF 9201
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	9201
Course Title	Mobilizing Digital Communication for the Public Good
Catalogue Description	<p>From the personal to the political, digital and online media have changed the nature of how people engage with one another and the communication structures of public affairs. In this course, students will explore how digital media are affecting people, organizations, movements, and societies. Focusing on the effectiveness and ethics of digital and online media practices, students will engage in collaborative work and research/applied projects that examine how to use digital communication strategically to create social changes; how peoples’ identities, media habits, and ways of relating have been affected by such platforms; and what their architectures do to promote or hinder better social worlds and futures. This course also examines how social movements are built and what makes them successful, with a focus on how digital technologies, or Information and Communication Technologies (ICTs), influence movement building.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>
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"/> <input type="checkbox"/> Individual and Society <input type="checkbox"/> <input type="checkbox"/> Scientific World
Effective Term	Fall 2021

**Rationale:** This class will be the only class devoted to the use of digital media offered at Marxe. Digital media usage is an essential workplace skill. This class will also form one of the core courses for the new Public Communication certificate program. It will also act as an elective, space permitting, for the MPA, MIA, and MSED programs.

This course is a core course for Public Communication certificate program, and an elective for MPA/MIA/MSED programs, to be offered twice a year with a projected enrollment of 25 students.

**AIV.1.4**

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

CUNYfirst Course ID	PAF 9202
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	9202
Course Title	Civic and Political Speech-Making in New York City
Catalogue Description	<p>In this course, students will study important speeches delivered by prominent figures in the civic and political life of New York City, and other civic and political speeches. By studying such speeches, students will learn about the governance of NYC and gain a perspective on the history of its political institutions. Students will collect the texts of the sort of speeches that are the subject of the class and work to produce research about and criticism of them. They will also try their hand at writing speeches for particular sorts of speech events.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>

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: This class fills several needs: 1) Although students learn to give extemporaneous speeches in PAF 9103, there is no class for our many students who are interested in learning about speech writing. 2) Although many of our students work in or are interested in NYC civic and political institutions, we have few classes where they can study them. 3) This class provides further opportunities for students to refine their performative communication skills and ability to critically analyze communication.

This course is an elective for the MPA, MIA, MSED and Public Communication certificate program, to be offered once a year with a projected enrollment of 25.

#### **AIV.1.5**

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

CUNYfirst Course ID	PAF 9203
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	9203
Course Title	Communicating for Equity and Social Change
Catalogue Description	This course examines the communication strategies of activists, social movement leaders, and politicians who have worked for the equity and inclusion of groups marginalized according to race, gender, class, ethnicity, citizenship, sexuality, or ability. The course will explore constraints and obstacles to marginalized groups' political

	<p>participation and representation, how members of marginalized groups have rhetorically navigated those obstacles, and how their social protest has been represented in mediated texts. Each section of this course will vary according to the instructor's expertise and interests (perhaps focusing more on race, or gender, or ethnicity, etc.), but each section will approach power in terms of intersectionality.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>
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"/> <input type="checkbox"/> Individual and Society <input type="checkbox"/> <input type="checkbox"/> Scientific World
Effective Term	Fall 2021

**Rationale:** This class helps fulfill MSPIA's mission to empower future public leaders to foster diverse, equitable, and inclusive institutions and communities. The class also covers communication scholarship that is relevant to public affairs.

This course is an elective for the MPA, MIA, MSED and Public Communication certificate program, to be offered annually with a projected enrollment of 25.

**AIV.1.6** The following new course is proposed for the Master of Public Administration program in the Marxe School of Public and International Affairs.

CUNYfirst Course ID	PAF 9204
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	9204
Course Title	Conflict Management and Negotiation
Catalogue Description	<p>In public and international affairs, every professional will have to manage conflict and negotiate effectively in a wide variety of situations. Through readings, discussions, case studies, and role plays, students will take on the identity of “reflective practitioners” in this course to develop: an understanding of conflict and its dynamics; strategies and processes for eliciting cooperation and producing supportive professional environments; the fundamentals of negotiation; a variety of conflict management approaches used to overcome common barriers to negotiated resolutions; communication skills; and strategies for dealing with public controversy. This class emphasizes cutting-edge ideas and practices each step of the way; students will walk away with new perspectives and techniques that can be immediately applied in your everyday work.</p> <p>Open to Austin W. Marxe School of Public and International Affairs students; others with Marxe School permission.</p>
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:** This course speaks to the specific needs of students in the public sector, many of whom will need to engage in conflict management or negotiation in their everyday work. Surveys of current students and alumni conducted during the curriculum review process have discovered a demand for classes that teach negotiation. This class will help meet that demand.

This course is an elective for the MPA, MIA, MSED and Public Communication certificate program, to be offered annually with a projected enrollment of 25.

**AIV.1.7**

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

CUNYfirst Course ID	PAF 9615
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	9615
Course Title	Who Makes Policy?
Catalogue Description	This course for the Washington Semester Program, examines the public and private actors and institutions that shape American domestic and foreign policies.  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                      ___ Gen Ed - Flexible                      ___ Gen Ed - College Option <input type="checkbox"/> English Composition                      ___ World Cultures <input type="checkbox"/> Mathematics                      ___ US Experience in its Diversity      College Option Detail _____ <input type="checkbox"/> Science                      ___ Creative Expression ___ Individual and Society ___ Scientific World
Effective Term	Fall 2021

**Rationale:** This course introduces students to the full set of actors that shape policy making—in and out of government—and some of the key issues being debated on the national stage. There is also a strong emphasis on memo writing, a key format to be mastered by anyone who aspires to a career in government.

This course is an elective for the MPA program, to be offered annually with a projected enrollment of 15.

**Section AV: Changes in Existing Courses**

**Program Code:** 01966

**HEGIS Code:** 2102.00

**Effective:** Fall 2021

**AV: 1** The following is a change in Title and Description in the BSPA program in the Marxe School of Public and International Affairs

<b>CUNYFirst Course ID</b>	PAF 3108		
<b>FROM</b>		<b>TO</b>	
Departments			
Course	<del>Public Campaigns and Advocacy</del>	Course	<u>Strategic Communication for Public Causes</u>
Prerequisite or Co-requisite	ENG 2150	Prerequisite or Co-requisite	ENG 2150
Hours	3	Hours	3
Credits	3	Credits	3
Description	Students will create and manage persuasive campaigns for a range of government and nonprofit organizations in fields such as healthcare, education, and environmentalism. Students will study 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, students will learn how to apply principles of persuasion to influence diverse audiences in contemporary contexts involving issue advertising, election drives, the Internet, social media, and movement communication.	Description	<u>In this course,</u> students will create and manage persuasive campaigns for a range of government and nonprofit organizations in fields such as healthcare, education, and environmentalism. Students will study 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, students will learn how to apply principles of persuasion to influence diverse audiences in contemporary contexts involving issue advertising, election drives, the Internet, social media, and movement communication.
Requirement Designation		Requirement Designation	
<b>Liberal Arts</b>	<b>[ ] Yes [ X ] No</b>	<b>Liberal Arts</b>	<b>[ ] Yes [ X ] No</b>

Course Attribute (e.g. Writing Intensive, Honors, etc)		Course Attribute (e.g. Writing Intensive, Honors, etc)	
<b>Course Applicability</b>	<input checked="" type="checkbox"/> <b>Major</b>  <input type="checkbox"/> <b>Gen Ed Required</b> <input type="checkbox"/> <b>English Composition</b> <input type="checkbox"/> <b>Mathematics</b> <input type="checkbox"/> <b>Science</b>  <input type="checkbox"/> <b>Gen Ed Flexible</b> <input type="checkbox"/> <b>World Cultures</b> <input type="checkbox"/> <b>US Experience in its Diversity</b> <input type="checkbox"/> <b>Creative Expression</b> <input type="checkbox"/> <b>Individual and Society</b> <input type="checkbox"/> <b>Scientific World</b>  <input type="checkbox"/> <b>Gen Ed – College Option</b>  <b>College Option Detail</b> <hr/>	<b>Course Applicability</b>	<input checked="" type="checkbox"/> <b>Major</b>  <input type="checkbox"/> <b>Gen Ed Required</b> <input type="checkbox"/> <b>English Composition</b> <input type="checkbox"/> <b>Mathematics</b> <input type="checkbox"/> <b>Science</b>  <input type="checkbox"/> <b>Gen Ed Flexible</b> <input type="checkbox"/> <b>World Cultures</b> <input type="checkbox"/> <b>US Experience in its Diversity</b> <input type="checkbox"/> <b>Creative Expression</b> <input type="checkbox"/> <b>Individual and Society</b> <input type="checkbox"/> <b>Scientific World</b>
<b>Effective Term</b>	Fall 2021		

Rationale: The current name for the course leads students to believe that the course is about elections, which it is not. In addition, the current title does not match the bulletin description or how the course is taught. The proposed new title better describes the course’s purpose and content.

**All: 1. The following revisions are proposed for the MS in Statistics in the Zicklin School of Business**

**Program:** MS in Statistics

**HEGIS Code:** 0503.00

**Program Code:** 79229

**Effective:** Fall 2021

<b>From: MS in Statistics</b>			<b>To: MS in Statistics</b>		
<b>Course</b>	<b>Description</b>	<b>Crs</b>	<b>Course</b>	<b>Description</b>	<b>Crs</b>
<b>Preliminary Courses (9 Credits)</b>			<b>Preliminary Courses (9 Credits)</b>		
Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements. Grades in undergraduate mathematics courses are not calculated in the grade point average.			Students with appropriate academic background will be able to reduce the number of credits in preliminary requirements. Grades in undergraduate mathematics courses are not calculated in the grade point average.		
MTH 2610	Calculus I	4	MTH 2610	Calculus I	4
MTH 3010	Elementary Calculus II	4	MTH 3010	Elementary Calculus II	4
STA 9708	Managerial Statistics	3	STA 9708	Managerial Statistics	3
Note: MTH 2610 and MTH 3010 are undergraduate courses. Entering students are strongly advised to complete a minimum of six credits of calculus before starting the MS programs in Statistics in order to waive these math requirements.			Note: MTH 2610 and MTH 3010 are undergraduate courses. Entering students are strongly advised to complete a minimum of six credits of calculus before starting the MS programs in Statistics in order to waive these math requirements.		
<b>Courses in Specialization (31.5 Credits)</b>			<b>Courses in Specialization (31.5 Credits)</b>		
<b>Required (13.5 credits)</b>			<b>Required (13.5 credits)</b>		
BUS 9551	Business Communication I	1.5	BUS 9551	Business Communication I	1.5
STA 9700	Applied Regression Analysis	3	STA 9700	Applied Regression Analysis	3
STA 9715	Applied Probability	3	STA 9715	Applied Probability	3
STA 9719	Foundations of Statistical Inference	3	STA 9719	Foundations of Statistical Inference	3
STA/OPR 9750	Software Tools for Data Analysis	3	STA/OPR 9750	Software Tools for Data Analysis	3
<b>Electives (12 credits)</b>			<b>Electives (12 credits)</b>		
			<u>Choose 12-18 credits from the list below for the MS-Stats degree. If you plan to specialize in the Data Science concentration, please ensure that you take the appropriate electives specific to that track.</u>		

<del>CIS/STA 9665</del>	<del>Applied Natural Language Processing</del>	<del>3</del>			
STA 9701	Time Series: Forecasting and Statistical Modeling	3	STA 9701	Time Series: Forecasting and Statistical Modeling	3
STA 9705	Multivariate Statistical Methods	3	STA 9705	Multivariate Statistical Methods	3
STA 9706	Analysis of Categorical and Ordinal Data	3	STA 9706	Analysis of Categorical and Ordinal Data	3
STA 9710	Statistical Methods in Sampling and Auditing	3	STA 9710	Statistical Methods in Sampling and Auditing	3
STA 9712	Advanced Linear Models	3	STA 9712	Advanced Linear Models	3
STA 9713	Financial Statistics	3	STA 9713	Financial Statistics	3
STA 9714	Experimental Design for Business	3	STA 9714	Experimental Design for Business	3
<del>CIS/STA 9760</del>	<del>Big Data Technologies</del>	<del>3</del>			
STA/OPR 9783	Stochastic Processes for Business Applications	3	STA/OPR 9783	Stochastic Processes for Business Applications	3
STA 9791	Special Topics in Statistics	1	STA 9791	Special Topics in Statistics	1
STA 9792	Special Topics in Statistics	1.5	STA 9792	Special Topics in Statistics	1.5
STA 9793	Special Topics in Statistics	2	STA 9793	Special Topics in Statistics	2
STA 9794	Special Topics in Statistics	3	STA 9794	Special Topics in Statistics	3
STA 9797	Advanced Data Analysis	3	STA 9797	Advanced Data Analysis	3
STA/OPR 9850	Advanced Statistical Computing	3	STA/OPR 9850	Advanced Statistical Computing	3
STA 9890	Statistical Learning for Data Mining	3	STA 9890	Statistical Learning for Data Mining	3
STA 9891*	Machine Learning for Data Mining	3	STA 9891	Machine Learning for Data Mining	3

**Business Electives (6 credits):**

Choose 6 credits of 9000-level courses from the graduate offerings of the Zicklin School of Business, with the exception of i) STA 9708; ii) courses applied towards a prior master's degree; or iii) courses that do not allow credit to be given for both that course and another statistics course. Students may take additional statistics courses as their business electives.

**Business Electives (6 credits):**

Choose 6 credits of 9000-level courses from the graduate offerings of the Zicklin School of Business, with the exception of i) STA 9708; ii) courses applied towards a prior master's degree; or iii) courses that do not allow credit to be given for both that course and another statistics course. Students may take additional statistics courses as their business electives. Students may take up to 3 credits of internship (BUS 9801 - 9803 or BUS 9811 - 9813) toward their business electives.

Concentration in Data Science:			Concentration in Data Science:		
In addition to the 13.5 credits of required MS courses, students must take the following <del>three</del> required data science courses.			In addition to the 13.5 credits of required MS courses, students must take <u>all of</u> the following required data science courses.		
STA 9705	Multivariate Statistical Methods	3	STA 9705	Multivariate Statistical Methods	3
			<u>STA 9797</u>	<u>Advanced Data Analysis</u>	<u>3</u>
STA 9890	Statistical Learning for Data Mining	3	STA 9890	Statistical Learning for Data Mining	3
STA 9891	Machine Learning for Data Mining	3	STA 9891	Machine Learning for Data Mining	3
<b>Data Science Electives: Choose one course from the following</b>					
CIS/STA 9760	Big Data Technologies	<del>3</del>			
STA 9797	Advanced Data Analysis	3			
CIS/STA 9665	Applied Natural Language Processing	3			

**Rationale:**

CIS 9760/STA 9760 and CIS/STA 9665 will become just CIS classes and will be considered Zicklin School of Business electives for the MS in Statistics. The Data Science track will now consist of four required courses. This move will strengthen the quantitative depth needed to obtain the Data Science concentration.

**All: 2. The following revisions are proposed for the Executive MBA in Healthcare Administration in the Zicklin School of Business**

**Program:** Executive MBA in Healthcare Administration

**HEGIS Code:** 1202.00

**Program Code:** 01952

**Effective:** Fall 2021

From: Executive MBA in Healthcare Administration			To: Executive MBA in Healthcare Administration		
Course	Description	Crs	Course	Description	Crs
<b>Courses in Specialization (49.5 credits)</b>			<b>Courses in Specialization (49.5 credits)</b>		
<b>Required Courses (24 credits)</b>			<b>Required Courses (25.5 credits)</b>		
STA 9708	Managerial Statistics	3	STA 9708	Managerial Statistics	3
BUS 9100	Societal and Governmental Environment of Business	3	BUS 9100	Societal and Governmental Environment of Business	3
LAW 9213	Legal Aspects of Health Care Admin	3	LAW 9213	Legal Aspects of Health Care Admin	3
MGT 9600	Strategy and Competitive Advantage	3	MGT 9600	Strategy and Competitive Advantage	3

MGT 9301	Managing People and Organizations	3	MGT 9301	Managing People and Organizations	3
ECO 9766	Healthcare Economics	3	ECO 9766	Healthcare Economics	3
MGT 9994	Special Topics in Entrepreneurship: Healthcare Ventures	3	MGT 9994	Special Topics in Entrepreneurship: Healthcare Ventures	3
			<u>BUS 9551</u>	<u>Business Communication</u>	<u>1.5</u>
<del>IBS 9763</del>	<del>Global Perspectives in Healthcare Management</del>	<del>1.5</del>			
<del>IBS 9791</del>	<del>Special Topics in International Business: International Study Tour</del>	<del>1.5</del>			
			<b><u>At least 3 credits of International Business, to be chosen from the following:</u></b>		
			<u>IBS 9763</u>	<u>Global Perspectives in Healthcare Management</u>	<u>1.5</u>
			<u>IBS 9791</u>	<u>Special Topics in International Business: International Study Tour</u>	<u>1.5</u>
			<u>IBS 9793</u>	<u>Special Topics in International Business: International Study Tour</u>	<u>3</u>
<b>Functional Skills Courses (9 credits)</b> Choose 9 credits from the list below:			<b>Functional Skills Courses (9 credits)</b> Choose 9 credits from the list below:		
ACC 9110	Financial Accounting	3	ACC 9110	Financial Accounting	3
FIN 9770	Corporate Finance	3	FIN 9770	Corporate Finance	3
MKT 9703	Marketing Management	3	MKT 9703	Marketing Management	3
MGT 9700	Managing Business Operations	3	MGT 9700	Managing Business Operations	3
CIS 9000	Information Technology Strategy	3	CIS 9000	Information Technology Strategy	3
MGT 9330	Leadership and Managerial Effectiveness	3	MGT 9330	Leadership and Managerial Effectiveness	3
<b>Elective Courses (15 credits)</b>			<b>Elective Courses (15 credits)</b>		

**Rationale:** This proposal makes minor changes to the curriculum for the Executive MBA in Healthcare Administration. The addition of a required course in Business Communication will ensure that students have a solid foundation in communication skills for later courses where communication skills are developed and practiced extensively, such as MGT 9301, MGT 9330, MKT 9703, and MGT 9994.

Both the current and proposed curriculum require at least 3 credits of international business. The proposed change allows the program additional flexibility to offer the international study tour as a 3-credit class rather than a 1.5-credit class when the nature of the trip warrants.



**Section AV: Changes in Existing Courses**

**AV: 1.1 Change(s) prerequisite, title to be offered in the Paul H. Chook Department of Information Systems and Statistics.**

<b>CUNYFirst Course ID</b>		<b>TO</b>	
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Paul H. Chook Department of Information Systems and Statistics	<b>Departments</b>	Paul H. Chook Department of Information Systems and Statistics
<b>Course</b>	CIS/STA 9760: Big Data Technologies	<b>Course</b>	CIS 9760: Big Data Technologies
<b>Pre or corequisite</b>	STA 9708; CIS 9650 or equivalent	<b>Pre or corequisite</b>	<u>CIS 9650</u>
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	<del>The explosion of data collection and aggregation technologies has given rise to data-intensive problems.</del> This course will give students an overview of the big data technologies that will help efficiently store, extract, and process very large datasets. Students will learn key data analysis and management techniques, including critical concepts such as Distributed File Systems (storage concepts) and MapReduce/Spark (processing concepts) that power modern big data technologies. <del>In addition,</del> the course will also show how big data technologies can also be used to effectively analyze large volumes of data.	<b>Description</b>	This course will give students an overview of the big data technologies that will help efficiently store, extract, and process very large datasets. Students will learn key data analysis and management techniques, including critical concepts such as Distributed File Systems (storage concepts) and MapReduce/Spark (processing concepts) that power modern big data technologies. <u>In particular, it will leverage cloud services to manage storage and efficiently process data.</u> <u>Further,</u> the course will also show how big data technologies can be used to effectively analyze large volumes of data <u>for practical applications.</u>
<b>Requirement Designation</b>		<b>Requirement Designation</b>	
<b>Liberal Arts</b>	[ ] Yes [ x ] No	<b>Liberal Arts</b>	[ ] Yes [ x ] No
<b>Course Attribute (e.g. Writing Intensive, Honors, etc.)</b>		<b>Course Attribute (e.g. Writing Intensive, Honors, etc.)</b>	

<b>Course Applicability</b>	<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	<b>Course Applicability</b>	<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
<b>Effective Term</b>	<b>Fall 2021</b>		

**Rationale:** The course has evolved to emphasize the technology used to manage and analyze big data. The STA designation has been dropped and the pre-req STA 9708 has been dropped to reflect this change.

**AV: 1.2 Change(s) prerequisite, title to be offered in the Paul H. Chook Department of Information Systems and Statistics.**

<b>CUNYFirst Course ID</b>			
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Paul H. Chook Department of Information Systems and Statistics	<b>Departments</b>	Paul H. Chook Department of Information Systems and Statistics
<b>Course</b>	CIS/STA 9665: Applied Natural Language Processing	<b>Course</b>	CIS 9665: Applied Natural Language Processing
<b>Pre or corequisite</b>	CIS 9650 AND (CIS/STA 9660 <del>OR STA 9890 OR STA 9894</del> )	<b>Pre or corequisite</b>	CIS 9650 AND CIS/STA 9660
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	This course provides a survey of the concepts, challenges, and methodologies employed in Natural Language Processing (NLP). The growth of unstructured data has been primarily driven by the textual data. Hence, understanding how to extract actionable insights ethically from text is critical for organizations. The course covers basic natural language processing techniques, document	<b>Description</b>	This course provides a survey of the concepts, challenges, and methodologies employed in Natural Language Processing (NLP) <u>using real-world projects</u> . The growth of unstructured data has been primarily driven by the textual data. Hence, understanding how to extract actionable insights ethically from text is critical for organizations. The course covers basic natural language processing

	representation, <del>text categorization and clustering, document summarization,</del> sentiment analysis, and social media analysis, among others.		techniques, document representation, sentiment analysis, and social media analysis, among others.
<b>Requirement Designation</b>		<b>Requirement Designation</b>	
<b>Liberal Arts</b>	[ ] Yes [x] No	<b>Liberal Arts</b>	[ ] Yes [x] No
<b>Course Attribute (e.g. Writing Intensive, Honors, etc.)</b>		<b>Course Attribute (e.g. Writing Intensive, Honors, etc.)</b>	
<b>Course Applicability</b>	<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	<b>Course Applicability</b>	<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
<b>Effective Term</b>	<b>Fall 2021</b>		

**Rationale:** The course is being taught at a managerial level and is not suitable as a NLP course for students in the statistics program. The STA designation and the pre-req STA 9890 or STA 9891 has been dropped to reflect this change.

The following recommendations of the committee on Undergraduate Curriculum were approved at the Zicklin School of Business Faculty Meeting on May 14, 2020 effective Fall 2021 semester pending approval of the Board of Trustees.

**PART A: ACADEMIC MATTERS**

**Section AIII: Change in Degree Programs**

**AIII.1**

The following revisions are proposed for the BBA in Real Estate in the Zicklin School of Business

Program: BBA in Real Estate  
 Program Code: 21849  
 MHC Program Code: 60006  
 HEGIS Code: 0702.00  
 Effective: Fall 2021

From:			To:		
Course	Description	Crs	Course	Description	Crs
BBA in Real Estate			BBA in Real Estate		
Required Courses			Required Courses		
RES 3000	Real Estate Law	3	RES 3000	Real Estate Law	3
RES 3100	Real Estate Principles	3	RES 3100	Real Estate Principles	3
RES 3200	Real Estate Finance and Investment	3	RES 3200	Real Estate Finance and Investment	3
RES 3400	Real Estate Capital Markets	3	RES 3400	Real Estate Capital Markets	3
RES 3900	Real Estate Development	3	RES 3900	Real Estate Development	3
Elective Courses			Elective Courses		
Choose three (3) courses of 3 credits each from the following, at least two of which <u>must</u> be 4000 level classes.			Choose three (3) courses of 3 credits each from the following, at least two of which <u>must</u> be 4000 level classes.		
RES 3300	Real Estate Valuation and Feasibility Study	3	RES 3300	Real Estate Valuation and Feasibility Study	3
RES 3320	Urban Economics	3	RES 3320	Urban Economics	3
RES 3700	Real Estate Management	3	RES 3700	Real Estate Management	3
RES 3800	Real Estate Construction Process: Building, Cost, and Management Issues	3	RES 3800	Real Estate Construction Process: Building, Cost, and Management Issues	3
RES 4093	Special Topics in Real Estate	3	RES 4093	Special Topics in Real Estate	3
RES 4200	Investment Strategies in Property Markets	3	RES 4200	Investment Strategies in Property Markets	3

RES 4400	Valuations and Underwriting of Securitized Real Estate	3	RES 4400	Valuations and Underwriting of Securitized Real Estate	3
RES 4550	Analytical Skills in Real Estate	3	RES 4550	Analytical Skills in Real Estate	3
RES 4900	Real Estate Development: Case Development	3	RES 4900	Real Estate Development: Case Development	3
RES 5000	Independent Research and Readings in Real Estate	3	RES 5000	Independent Research and Readings in Real Estate	3
FIN 3610	Corporate Finance	3	FIN 3610	Corporate Finance	3
FIN 3710	Investment Analysis	3	FIN 3710	Investment Analysis	3
ECO 4000	Statistical Analysis for Economics and Finance	3			

**Rationale:** We would like students majoring in Real Estate to take at least two 4000 level classes in Real Estate. This change will ensure students majoring in Real Estate will have sufficient advanced coursework within their own major.

**AIII.2**  
**The following revisions are proposed for the Minor in Operations Management in the Zicklin School of Business, effective Fall 2021.**

<b>FROM:</b>			<b>TO:</b>		
<b>Minor in Operations Management</b>			<b>Minor in Operations Management</b>		
<b>Course</b>	<b>Description</b>	<b>Crd</b>	<b>Course</b>	<b>Description</b>	<b>Crd</b>
<del>The minor consists of 3 courses (9 credits)</del>			<u>Choose any three courses from the following (9 credits):</u>		
<del>MGT 3500</del>	<del>Business Decision Models</del>	<del>3</del>	<u>OPM 3500</u>	<u>Business Decision Models</u>	<u>3</u>
<del>MGT 3710</del>	<del>Supply Chain Management</del>	<del>3</del>	<u>OPM 3710</u>	<u>Supply Chain Management</u>	<u>3</u>
<del>Plus any other 3-credit MGT course</del>			<u>OPM 3730</u>	<u>Business Process Analysis</u>	<u>3</u>
			<u>OPM 3740</u>	<u>Project Management</u>	<u>3</u>
			<u>OPM 3750</u>	<u>Improving Business Processes with Lean and Six Sigma</u>	<u>3</u>

**Rationale.** The current 3-course (9-credit) OM minor is MGT 3500, MGT 3710 + “any other 3-credit MGT course”; this is antithetic to our thrust to make majors and minors “unabashedly about operations.” The only deep dive into operations is supply chain management (3710). The new minor would (i) give students choice, (ii) center those choices around operations, (iii) increase market relevance, and (iv) allow any Zicklin BBA major who wants to take the prerequisites for the Operations Consulting capstone (OPM 4551) to be rewarded with an OM minor.

**All.3.1 The following revisions are proposed for the Business Minor in Marketing offered by the Allen G. Aaronson Department of Marketing and International Business, effective Fall 2021.**

<b>From:</b>			<b>To:</b>		
<b>Business Minor in Marketing (9 credits)</b>			<b>Business Minor in Marketing (9 credits)</b>		
Course	Description	Crs	Course	Description	Crs
MKT 3000	Marketing Foundations	3	MKT 3000	Marketing Foundations	3
MKT 3400	International Business	3	MKT 3400	International Business	3
MKT 3520	Advertising and Marketing Communications	3	MKT 3520	Advertising and Marketing Communications	3
MKT 3600	Marketing Research	3	MKT 3600	Marketing Research	3
MKT 3605	Consumer Behavior	3	MKT 3605	Consumer Behavior	3
MKT 4555	Internet Marketing	3	MKT 4555	Internet Marketing	3
			<b><u>MKT 4561</u></b>	<b><u>Marketing Analytics</u></b>	<b><u>3</u></b>

Rationale: New courses have been developed and approved that could be taken by students interested in this minor.

**All.3.2 The following revisions are proposed for the Business Minor in Marketing Analytics offered by Allen Aaronson Department of Marketing and International Business, effective Fall 2021.**

<b>From:</b>			<b>To:</b>		
<b>Business Minor in Marketing Analytics</b>			<b>Business Minor in Marketing Analytics</b>		
Course	Description	Crs	Course	Description	Crs
<b>Required Courses (3 Credits)</b>			<b>Required Courses (3 Credits)</b>		
MKT 4561	Marketing Analytics	3	MKT 4561	Marketing Analytics	3
<b>Elective Courses (6 credits)</b>			<b>Elective Courses (6 credits)</b>		
MKT 4123	Marketing Web Analytics and Intelligence	3	MKT 4123	Marketing Web Analytics and Intelligence	3
MKT 4555	Internet Marketing	3	MKT 4555	Internet Marketing	3
MKT 4963*	Special Topics in Marketing Analytics	3	MKT 4963*	Special Topics in Marketing Analytics	3
CIS 3920 / STA 3920	Data Mining for Business Analytics	3	<b><u>MKT 4630</u></b>	<b><u>Marketing Analytics with Big Data</u></b>	<b><u>3</u></b>
			CIS 3920 / STA 3920	Data Mining for Business Analytics	3

\* May be taken more than once if a different topic is dealt with. Topics are announced in Schedule of Classes.

Rationale: The set of courses offered by the Department changes over time. MKT 4630 is a new course that has been offered for a few years and should be one of the electives that could be taken by students interested in this minor.

**All.4 The following revisions are proposed for the BBA Program in the Zicklin School of Business**

**Changes in the liberal arts minimum credits requirement for the BBA degree program, effective Fall 2021.**

<b>From:</b>	<b><del>62</del>-credit liberal arts requirement</b>	<b>credits</b>	<b>To:</b>	<b><u>57</u> credit liberal arts requirement</b>	<b>credits</b>
	Pathways Required core	12		Pathways Required core	12
	Pathways Flexible core	18		Pathways Flexible core	18
	Pathways College Option	12		Pathways College Option	12
	Required Liberal Arts/Business	<del>13.5</del>		Required Liberal Arts/Business	<u>10.5</u>
	Liberal Arts electives	<del>6.5</del>		Liberal Arts electives	<u>4.5</u>
	Total	<del>62</del>		Total	<u>57</u>

Rationale: Students currently must take at least 62 of their 124 credits in Liberal Arts and Sciences. Our recent changes in our BBA program have increased the number of required business credits by 4.5 (by moving from Calculus (MTH) to QNT 2020, and adding FIN 2000 to the program). This change – reducing the minimum liberal arts credits to 57 - adjusts the curriculum map to reflect these changes.

The change preserves the existing elective structure. ZSB students take 30 (to be increased to 34.5) required business (core) credits; 24 major credits; and up to 9 elective business credits. The new distribution of course may result in some graduating students taking one fewer Arts and Sciences elective course, because of the (new) Fin 2000 requirement. All ZSB students will nevertheless take the full Pathways Liberal Arts Curriculum (30 credits), the Liberal Arts College Option and Minor (12 credits); the new Communication Curriculum (4.5 credits) and at least 10.5 elective credits in Liberal Arts. Students will no longer be required to take Calculus. The reduction in required Liberal Arts credits to 57 adds to student flexibility in meeting graduation distribution requirements.

**Section AIV: New Course**

**AIV.1.1 Create New Subject Area, Discipline, and Course Prefix**

The Narendra Paul Loomba Department of Management proposes to create a new (Operations Management OPM) subject area, discipline, and course prefix for operations management courses, effective Fall 2021.

**AIV.1.2 New Course**

<b>CUNYfirst Course ID</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input checked="" type="checkbox"/> Undergraduate <input type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial
<b>Subject Area</b>	Operations Management
<b>Course Prefix</b>	OPM
<b>Course Number</b>	3740
<b>Course Title</b>	Project Management
<b>Catalogue Description</b>	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, and scheduling methodologies including CPM, PERT, and Agile are emphasized.
<b>Pre/ Co Requisites</b>	OPM 3000 and (ZICK or ZKTP Student Group)
<b>Credits</b>	3
<b>Contact Hours</b>	3
<b>Liberal Arts</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>	
<b>Course Applicability</b>	<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
<b>Effective Term</b>	Fall 2021



Rationale: This new course is proposed as a requirement in the Operations Consulting Track and Operations Analytics Track of the redesigned BBA in Operations Management (OM). We propose inclusion of this course for several reasons.

1. OM is the discipline that teaches how to manage work; and work manifests itself as (repetitive) processes or stand-alone projects. The undergraduate OM curriculum is “process heavy” (extensive emphasis on process thinking in OPM 3000 (formerly MGT) 3121, 3710, 3730, and 3750. There is, however, no course for undergrads in the theory and practice of managing projects—aside from the specialized CIS 5800, IT Project Management—even though most peer and aspirant schools offer such a course; even though much of the work “on the street” is project-based.
2. The discipline of project management teaches students critical thinking skills that round out their understanding of scheduling, risk, finance, and management.
3. In aligning the BBA in OM with market needs, we identified “filling the gap in Project Management” as a priority that also supports a proposed Operations Consulting track.
4. This course will strike a balance between teaching the discipline of project scheduling and the professional practice of the Project Management Body of Knowledge (PMBOK). Thus, the course will be aligned (not perfectly, but to some degree) with the Project Management Institute's (PMI) Certified Associate in Project Management (CAPM) exam. Such certification is appealing to students and recruiters.
5. Several of our tenured faculty are scholars of project management and scheduling, and there are many project management professionals in the greater NY area (for FT and PT teaching availability).

The course is modeled after best practices in teaching undergraduate project management. Several thought leaders in Project Management pedagogy were consulted (e.g., Ted Klastorin, Univ of Washington; Gary Mitchell, Univ. of Portland; George Vairaktarakis, Case Western Reserve; Joe Szmerekovsky, North Dakota State Univ.).

**Section AV: Changes in Existing Courses**

**AV.1.1**

**Changes in prefix, course number, and pre-requisites to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	092628		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT 3124</del> , Service Operations Management	Course	<u>OPM 3000</u> , Service Operations Management
Prerequisite	<del>PREREQUISITE: ZICK or ZKTP or PREREQUISITE: ECO 1001, ECO 1002, STA 2000, CALCULUS, GIS 2200 and PRE/COREQUISITE: ACC 2101, LAW 1101, ENG 2100, ENG 2150, COM 1010 (PREREQUISITE: 60 credits, 2.3 GPA in the 8 pre-business courses and 2.3 overall GPA).</del>	Prerequisite	Prerequisite: (ZICK or ZKTP) <u>and</u> (ECO 1001, ECO 1002, and STA 2000)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This is an introductory course intended to provide the student with a mix of theoretical and practical knowledge about managing service operations in businesses such as financial services, retail hospitality, healthcare, transportation, and small business. This course is organized around principles including the strategic role of operations for competitiveness and sustainability, and the design of processes, service offerings, and supply chains. Students will learn the use of tools and techniques for planning, control, and continuous improvement of service delivery processes.	Description	This is an introductory course intended to provide the student with a mix of theoretical and practical knowledge about managing service operations in businesses such as financial services, retail hospitality, healthcare, transportation, and small business. This course is organized around principles including the strategic role of operations for competitiveness and sustainability, and the design of processes, service offerings, and supply chains. Students will learn the use of tools and techniques for planning, control, and continuous improvement of service delivery processes.
Requirement Designation	Business	Requirement Designation	Business
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	Fall 2021		

**Rationale:** Rebranding MGT 3121 as OPM 3000 is part and parcel with efforts to enhance the BBA major in Operations Management (OM) as a “destination major” with a clear identity and market relevance. Large numbers of students are unaware of OM in general and of the BBA in OM in particular. Students postpone MGT 3121 and discover the “joy of operations” too late to pursue the major. We faculty repeatedly hear MGT 3121 students say, “I wish I knew about this sooner; I would have selected the major!” The course number 3000 establishes OM in the core with the same stature as FIN 3000 and MKT 3000, and also addresses a widespread false notion that MGT 3120 is prerequisite to MGT 3121. The subject code OPM distinguishes OM’s identity in the Department of Management and fights a common misconception that MGT 3121 content follows MGT 3120 directly. Everything else remains the same (same course title, description, learning goals, and syllabus).

Students may receive credit for MGT 3121 or OPM 3000, not both. OPM 3000 may substitute for MGT 3121 in the F-replacement policy.

### AV.1.2

#### Changes in prefix, title, pre-requisites, and description to be offered in the Narendra Paul Loomba Department of Management

CUNYFirst Course ID	092678		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	MGT 4551, <del>Service Operations Strategies</del>	Course	<u>OPM 4551, Operations Management Consulting</u>
Prerequisite	<del>MGT 3121</del> and ZICK or ZKTP <del>Student Group</del>	Prerequisite	Prerequisite: <u>OPM 3500, OPM 3710, and OPM 3730</u> and (ZICK or ZKTP)

Hours	3	Hours	3
Credits	3	Credits	3
Description	<del>The recent growth of international competition has made operations management (OM) more critically important than ever before, because a company's success depends on its capabilities in producing superior products and services and delivering them on time to its customers. Particularly important is OM in service sectors because they employ most of work forces and contribute largely to GNP. This course focuses on recent topics and applications of OM to service industries, including global operations, operations strategy, electronic operations, process reengineering, and operations ethics. In particular, it is a case-oriented, strategy focused, communication and participation intensive, and integration-oriented course.</del>	Description	<u>The course teaches students how to solve business problems and thereby improve profitability and operational efficiency of a client organization. In order to do that, they will be taught fundamental skills for leading change in the business operations function, including both in-house and external client perspectives. The focus is on the management consulting project lifecycle with emphasis on the following skills: client management, listening and problem-solving, professional communication and presentation, delivery and execution, teamwork, and leadership. Students will learn the nature and purpose of management consulting, the range and scope of an operations consulting practice, and professionalism and ethics in consulting. Throughout, student teams will analyze real consulting projects under the guidance of OM faculty mentors so that they can practice consulting skills.</u>
Requirement Designation	Business	Requirement Designation	Business
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	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"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

**Rationale:** For decades, MGT 4551 has been synonymous with a senior-level capstone required of BBA majors in OM. Its focus on Service Operations Strategy became redundant with OPM 3000 (formerly MGT 3121) having been reoriented in the last decade to be all about *service* operations. With today’s job market demanding more applied/technical skills than a general service strategy course provides, we entered discussions with Professor Tony Farina — lead of the MBA consulting capstone — about redesigning MGT 4551 around a similar experience for BBA OM majors. Our proposal aims to evolve MGT 4551 to apply service operations skills to real problems experienced by clients instead of classroom cases. Doing so requires the development of consulting skills. Consulting is the ultimate business-to-business service and so Operations Management Consulting is a natural evolution of Service Operations Strategy in the current business environment. With this change, we anticipate this course becoming the “crown jewel” of the BBA in OM. We know from peer and aspirant business schools that an undergraduate *consulting* class (i) enhances student resumes (aligning the major with the market), (ii) attracts excellent students to the major (creating a “destination major”), and (iii) teaches students skills that can be used whether or not the student pursues a management consulting career. The 3 prerequisites are intentional to ensure that a student has seen “enough operations” to be a productive, contributing team-member of this class, and manage limited teaching capacity (otherwise we would be faced with significant demand from non-OM majors). Finally, we seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. This course will be run as MGT 4593 Special Topics in Operations Management in academic year 2020-21 as a pilot (for details, see <https://blogs.baruch.cuny.edu/omcon/> ).

Students may receive credit for MGT 4551 or OPM 4551, not both. OPM 4551 may substitute for MGT 4551 in the F-replacement policy.

**AV.1.3 Changes prefix, pre-requisites, and description to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	092635		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	MGT 3500, Business Decision Models	Course	<u>OPM</u> 3500, Business Decision Models
Prerequisite	<del>STA 2000 or equivalent and the BBA mathematics requirement.</del> Students receiving credit for <del>MGT</del> -3500 will not receive credit for OPR 3450.	Prerequisite	Prerequisite: <u>(QNT 2020 or Calculus) and (ZICK or ZKTP).</u>  Students receiving credit for <u>OPM</u> 3500 will not receive credit for OPR 3450.
Hours	3	Hours	3
Credits	3	Credits	3

Description	This is a first course in prescriptive analytics for aiding decision making in management. Primary emphasis is upon development of the concepts and criteria used in making decisions and the use of the model-building approach. Students will learn various management science modeling techniques such as optimization, decision-making under risk and uncertainty, and computer simulation, including their structure, solution characteristics, applicability, and limitations. Examples will be drawn from a wide variety of business decisions including strategy, operations, marketing, finance, and government policy.	Description	This is a first course in prescriptive analytics for aiding decision making in management. Primary emphasis is upon development of the concepts and criteria used in making decisions and the use of the model-building approach. Students will learn various modeling techniques such as optimization, decision-making under risk and uncertainty, and computer simulation, including their structure, solution characteristics, applicability, and limitations. Examples will be drawn from a wide variety of business decisions including strategy, operations, marketing, finance, and government policy.
	The material is approached from a managerial rather than technical perspective, with a focus on the application of decision analytics, and the interpretation of model outcomes for guiding management action. Spreadsheet model building is emphasized throughout the course.		The material is approached from a managerial rather than technical perspective, with a focus on the application of decision analytics, and the interpretation of model outcomes for guiding management action. Spreadsheet model building is emphasized throughout the course.
Requirement Designation	Business	Requirement Designation	Business
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	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"/> Individual and Society <input type="checkbox"/> Scientific World
Effective Term	Fall 2021		

Rationale: We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. QNT 2020 is being added as prerequisite because the material in 3500 follows directly from QNT 2020’s introductory decision-modeling unit. Everything else in 3500 remains essentially the same (same course title, description, and learning goals). The curriculum committee approved updating MGT 3500’s title, course description, syllabus, and learning goals in 2017.

Students may receive credit for MGT 3500 or OPM 3500, not both. OPM 3500 may substitute for MGT 3500 in the F-replacement policy.

#### AV.1.4 Changes in prefix and pre-requisite to be offered in the Narendra Paul Loomba Department of Management

CUNYFirst Course ID	136952		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 3593, Special Topics in Operations Management	Course	OPM 3593, Special Topics in Operations Management
Pre or co requisite	To be determined by syllabus and ZICK or ZKTP <del>Student Group</del>	Pre or co requisite	To be determined by syllabus and (ZICK or ZKTP)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.	Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.
Requirement	Business	Requirement	Business

Designation		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:** We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same.

OPM 3593 may substitute for MGT 3593 in the F-replacement policy only if the same topic is repeated.

#### AV.1.5 Changes in prefix and pre-requisite to be offered in the Narendra Paul Loomba Department of Management

CUNYFirst Course ID	136953		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 3594, Special Topics in Operations Management	Course	OPM 3594, Special Topics in Operations Management
Pre or co requisite	To be determined by syllabus and ZICK or ZKTP <del>Student Group</del>	Pre or co requisite	To be determined by syllabus and (ZICK or ZKTP)
Hours	1.5	Hours	1.5
Credits	1.5	Credits	1.5



Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.	Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.
Requirement Designation	Business	Requirement Designation	Business
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: We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same.

OPM 3594 may substitute for MGT 3594 in the F-replacement policy only if the same topic is repeated.

**AV.1.6 Changes in prefix, title, pre-requisite, and description to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	092636		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT 3710, Introduction to Supply Chain Management</del>	Course	<u>OPM</u> 3710, Supply Chain Management
Prerequisite	<del>MGT 3124 and ZICK or ZKTP Student Group</del>	Prerequisite	Prerequisite: <u>OPM 3000</u> and (ZICK or ZKTP)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course <del>introduces</del> students <del>to the fundamental</del> operational concepts of supply chain management (SCM). A supply chain describes a network of organizations, business units and functional departments that work together in order to effectively and profitably match supply to demand. SCM refers to the management of the associated inter- and intra-firm processes and relationships in a supply chain in order to accomplish this goal. Topics include SCM strategies, supply chain forecasting and demand planning, inventory and supply planning, supply chain coordination through contracts and IT, strategic sourcing, supplier management, sales and operations planning (S&OP), and new developments in SCM including supply chain analytics and advanced warehouse management.	Description	This course <u>develops</u> students' <u>understanding of</u> operational concepts of supply chain management (SCM). A supply chain describes a network of organizations, business units and functional departments that work together in order to effectively and profitably match supply to demand. SCM refers to the management of the associated inter- and intra-firm processes and relationships in a supply chain in order to accomplish this goal. Topics include SCM strategies, supply chain forecasting and demand planning, inventory and supply planning, supply chain coordination through contracts and IT, strategic sourcing, supplier management, sales and operations planning (S&OP), and new developments in SCM including supply chain analytics and advanced warehouse management.
Requirement Designation	Business	Requirement Designation	Business
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:** We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. The proposal to remove “Introduction to” from the course title — and the related minor course description edit — are due to this: Students are introduced to fundamental operations considerations in supply chain management in the BBA core’s OPM 3000 (formerly MGT 3121), which is prerequisite to 3710. Since the inception of the redesigned MGT 3710 in 2017, it has never been taught as “introductory.” Furthermore, removing “Introduction to” in the course title makes the nomenclature consistent with the other two required 3000-level OM major courses (3500 and 3730).

Students may receive credit for MGT 3710 or OPM 3710, not both. OPM 3710 may substitute for MGT 3710 in the F-replacement policy.

**AV.1.7 Changes in prefix and pre-requisite to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	092637		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 3730, Business Process Analysis	Course	<u>OPM</u> 3730, Business Process Analysis
Prerequisite	<del>MGT 3121</del> and ZICK or ZKTP <del>Student Group</del>	Prerequisite	Prerequisite: <u>OPM 3000</u> and (ZICK or ZKTP)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course involves the in-depth study of the design, management, and		Description This course involves the in-depth study of the design, management, and improvement of

	improvement of business processes in various service and production industries. Students will first model and understand processes and their flows, and then study the causal relationships between process structure and key operational and financial performance metrics. Finally, students will formulate the implications for managerial actions by understanding managerial “levers” and their impact on process performance. The course uses a data-driven, quantitative modeling approach.		business processes in various service and production industries. Students will first model and understand processes and their flows, and then study the causal relationships between process structure and key operational and financial performance metrics. Finally, students will formulate the implications for managerial actions by understanding managerial “levers” and their impact on process performance. The course uses a data-driven, quantitative modeling approach.
Requirement Designation	Business	Requirement Designation	Business
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: We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same (course number, title, description, and learning goals). The curriculum committee approved updating the title, course description, syllabus, and learning goals of MGT 3730 in 2017.

Students may receive credit for MGT 3730 or OPM 3730, not both. OPM 3730 may substitute for MGT 3730 in the F-replacement policy.

AV.1.8

Changes in prefix, title, and pre-requisite to be offered in the Narendra Paul Loomba Department of Management

CUNYFirst Course ID	135305		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 3750, Improving Business Process with Lean and Six Sigma	Course	<u>OPM</u> 3750, Improving Business Processes with Lean and Six Sigma
Prerequisite	<del>MGT 3124</del> and ZICK or ZKTP <del>Student Group</del>	Prerequisite	Prerequisite: <u>OPM 3000</u> and (ZICK or ZKTP)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course teaches students the fundamentals of Six Sigma and Lean Transformations, and how any business process can be improved based on data and statistical analysis. Students will learn how to use the Lean and Six Sigma philosophies to remove waste and variation using a variety of systematic approaches, tools, and statistical analyses that have been proven in industry to yield more efficient and predictable business processes. Data-based process mapping, measurement, analysis, improvement and control are significant course features. Course content is integrated with Minitab statistical software which provides industry-standard tools for Lean and Six Sigma practitioners. The course material is relevant to Six Sigma Green Belt certification.	Description	This course teaches students the fundamentals of Six Sigma and Lean Transformations, and how any business process can be improved based on data and statistical analysis. Students will learn how to use the Lean and Six Sigma philosophies to remove waste and variation using a variety of systematic approaches, tools, and statistical analyses that have been proven in industry to yield more efficient and predictable business processes. Data-based process mapping, measurement, analysis, improvement and control are significant course features. Course content is integrated with Minitab statistical software which provides industry-standard tools for Lean and Six Sigma practitioners. The course material is relevant to Six Sigma Green Belt certification.
Requirement Designation	Business	Requirement Designation	Business
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:** We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same (prerequisites, course number, title, description, and learning goals). MGT 3750 was approved as a new course in 2017.

Students may receive credit for MGT 3750 or OPM 3750, not both. OPM 3750 may substitute for MGT 3750 in the F-replacement policy.

### AV.1.9

#### Changes in prefix, pre-requisite, and description to be offered in the Narendra Paul Loomba Department of Management

CUNYFirst Course ID	092672		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 4500, Cases in Operations Management	Course	<u>OPM</u> 4500, Cases in Operations Management
Prerequisite	<del>MGT</del> 3500, 3710, and 3730 and ZICK or ZKTP <del>Student Group</del>	Prerequisite	Prerequisite: ( <u>OPM</u> 3500, <u>OPM</u> 3710, and <u>OPM</u> 3730) and (ZICK or ZKTP)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course addresses four key aspects of company operations: technology management, supply chain management, quality management, and project	Description	This course addresses four key aspects of company operations: technology management, supply chain management, quality management, and project management. <u>These</u>

	management. <del>Both of</del> these tasks <del>comprises an</del> integral feature of modern operations, and can often determine firm success and failure. We shall discuss and analyze the strategic and tactical dimensions of these activities in a firm, including their role in developing firm specific competitive advantages, theory, methods and tools, and implementation issues.		tasks <u>are</u> integral features of modern operations, and can often determine firm success and failure. We shall discuss and analyze the strategic and tactical dimensions of these activities in a firm, including their role in developing firm specific competitive advantages, theory, methods and tools, and implementation issues.
Requirement Designation	Business	Requirement Designation	Business
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:** We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same (prerequisites, course number, title, description, and learning goals), and indeed 4500 remains a capstone experience in the OM BBA major.

Students may receive credit for MGT 4500 or OPM 4500, not both. OPM 4500 may substitute for MGT 4500 in the F-replacement policy.

**AV.1.10**

**Changes in prefix, title, pre-requisites, and description to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	092677		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 4550, Managerial Decision Making	Course	<u>OPM</u> 4550, <u>Advanced Managerial Decision Making with Analytics</u>
Pre or co requisite	n/a	Prerequisite	Prerequisite: <u>(OPM 3500 or OPR 3450) and (ZICK or ZKTP).</u>  <u>Students receiving credit for OPM 4550 will not receive credit for OPR 3451.</u>
Hours	3	Hours	3
Credits	3	Credits	3
Description	<del>A typology of decisions is constructed, and economic, political, and behavioral dimensions of decision situations are examined.</del> A variety of models and frameworks, quantitative and non-quantitative, are offered as rational approaches to certain general categories and to several particular managerial decisions. Topics include preference theory, multiple objective and multiple criteria analyses, games theory, and group decision-making.	Description	<u>This is an advanced investigation of prescriptive analytics for business decision-making, building on the deterministic and stochastic modeling skills developed in OPM 3500.</u> A variety of models and frameworks, quantitative and non-quantitative, are offered as rational approaches to certain general categories and to several particular managerial decisions. Topics include preference theory, multiple objective and multiple criteria analyses, games theory, and group decision-making.
Requirement Designation	Business	Requirement Designation	Business
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	____ Major ____ Gen Ed Required	Course Applicability	____ Major ____ 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"/> 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 seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Tweaks to title, prerequisites, and description allow dormant MGT 4550 to revive as soon as capacity allows as a proper sequel to OPM 3500 (formerly MGT 3500) Business Decision Models for students interested in advanced prescriptive analytics in the new Operations Analytics Track.

Students may receive credit for MGT 4550 or OPM 4550, not both. OPM 4550 may substitute for MGT 4550 in the F-replacement policy.

**AV.1.11 Changes in prefix and pre-requisite to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	128452		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	MGT 4593, Special Topics in Operations Management	Course	OPM 4593, Special Topics in Operations Management
Pre or co requisite	To be determined by syllabus and ZICK or ZKTP <del>Student Group</del>	Pre or co requisite	To be determined by syllabus and (ZICK or ZKTP)
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be	Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester.

	announced during the preceding semester. Students may take this more than once provided that different topics are covered.		Students may take this more than once provided that different topics are covered.
Requirement Designation	Business	Requirement Designation	Business
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:** We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same.

OPM 4593 may substitute for MGT 4593 in the F-replacement policy only if the same topic is repeated.

#### **AV.1.12 Changes in prefix and description to be offered in the Narendra Paul Loomba Department of Management**

CUNYFirst Course ID	128453		
FROM		TO	
Departments	Narendra Paul Loomba Department of Management		
Course	<del>MGT</del> 4594, Special Topics in Operations Management	Course	<u>OPM</u> 4594, Special Topics in Operations Management
Pre or co requisite	To be determined by syllabus and ZICK	Pre or co requisite	To be determined by syllabus and (ZICK or

	or ZKTP Student Group		ZKTP)
Hours	1.5	Hours	1.5
Credits	1.5	Credits	1.5
Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.	Description	This course focuses on timely and relevant topics in operations management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.
Requirement Designation	Business	Requirement Designation	Business
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: We seek to change the MGT 3-character subject designation to OPM as part of our efforts to distinguish Operations Management (OM) as a “destination BBA major” that’s distinct from other MGT majors. Everything else remains the same. OPM 4594 may substitute for MGT 4594 in the F-replacement policy only if the same topic is repeated.

AV.2.1 Changes in pre-requisites to be offered in the Bert W. Wasserman Department of Economics and Finance

<b>CUNYFirst Course ID</b>	090855		
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Bert W. Wasserman Department of Economics and Finance		Bert W. Wasserman Department of Economics and Finance
<b>Course</b>	ECO 1001 Microeconomics	<b>Course</b>	ECO 1001 Microeconomics
<b>Pre or co requisite</b>	Prerequisite: MTH 2001 or MTH 2002T or MTH 2003 or MTH 2000 or MTH 2009 or Prerequisite or Corequisite: MTH 2610 or MTH 2205 or MTH 2207 or MTH 3010	<b>Pre or co requisite</b>	Prerequisite: Precalculus OR Math higher than precalculus OR Placement into calculus
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	The theory of pricing and distribution under various marketing conditions. Government intervention in the market. Comparison of free enterprise with alternative, existing economic systems. The department offers special sections of this course to highly qualified students. Department permission for registration in these special sections is required.	<b>Description</b>	The theory of pricing and distribution under various marketing conditions. Government intervention in the market. Comparison of free enterprise with alternative, existing economic systems. The department offers special sections of this course to highly qualified students. Department permission for registration in these special sections is required.
<b>Requirement Designation</b>		<b>Requirement Designation</b>	
<b>Liberal Arts</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>Liberal Arts</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>		<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>	
<b>Course Applicability</b>	<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	<b>Course Applicability</b>	<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

	____ Gen Ed – College Option College Option Detail		
<b>Effective Term</b>	Fall 2021		

Rationale: From Fall 2021 onwards, calculus will no longer be a program requirement for our BBA program. Students who are placed into calculus can take this course as placement into calculus implies students fulfilling the precalculus requirement.

#### AV.2.2 Changes in pre-requisites to be offered in the Bert W. Wasserman Department of Economics and Finance

<b>CUNYFirst Course ID</b>	090857		
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Bert W. Wasserman Department of Economics and Finance		Bert W. Wasserman Department of Economics and Finance
<b>Course</b>	ECO 1002 Macroeconomics	<b>Course</b>	ECO 1002 Macroeconomics
<b>Pre or co requisite</b>	<del>Prerequisite: MTH 2001 or MTH 2002T or MTH 2003 or MTH 2000 or MTH 2009 or Prerequisite or Corequisite: MTH 2610 or MTH 2205 or MTH 2207 or MTH 3010</del>	<b>Pre or co requisite</b>	<u>Prerequisite: Precalculus OR Math higher than precalculus OR Placement into calculus.</u>
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	<del>A study of the determinants of aggregate levels of production, employment, and prices. Impact of government spending, taxation, and monetary policy on the level of unemployment and the rate of inflation. Emphasis on the institutional framework within which monetary policy operates. The department offers special sections of this course to highly qualified students. Departmental permission for registration in these special sections is required.</del>	<b>Description</b>	A study of the determinants of aggregate levels of production, employment, and prices. Impact of government spending, taxation, and monetary policy on the level of unemployment and the rate of inflation. Emphasis on the institutional framework within which monetary policy operates.
<b>Requirement Designation</b>		<b>Requirement Designation</b>	
<b>Liberal Arts</b>	[ x ] Yes [ ] No	<b>Liberal Arts</b>	[ x ] Yes [ ] No

<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>		<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>	
<b>Course Applicability</b>	<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	<b>Course Applicability</b>	<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
<b>Effective Term</b>	Fall 2021		

Rationale: From Fall 2021 onwards, calculus will no longer be a program requirement for our BBA program. Students who are placed into calculus can take this course as placement into calculus implies students fulfilling the precalculus requirement.

### AV.2.3 Changes in pre-requisites to be offered in the Bert W. Wasserman Department of Economics and Finance

<b>CUNYFirst Course ID</b>	091522		
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Bert W. Wasserman Department of Economics and Finance		Bert W. Wasserman Department of Economics and Finance
<b>Course</b>	FIN 3000 Principles of Finance	<b>Course</b>	FIN 3000 Principles of Finance
<b>Pre or co requisite</b>	<del>ZICK, ZKTP or Actuarial Sci/Fin Math and          PREREQ: ECO 1001, ECO 1002, STA 2000, CALCULUS, ACC 2101 and          PRE/COREQ: CIS 2200, LAW 1101, ENG 2100, ENG 2150, COM 1010. (PRE: 60 credits, 2.3 GPA in the 8 pre-business courses and 2.3 overall GPA).</del>	<b>Pre or co requisite</b>	<u>Prerequisite: ECO 1001 and ECO 1002 and (STA 2000 or MTH 4120 or MTH 4119) and (precalculus or math higher than precalculus or placement into calculus) and ACC 2101 and (intended/official BBA or intended/official Actuarial Sci or intended/official Fin Math major)</u>
<b>Hours</b>	3	<b>Hours</b>	3

<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	This course provides students with a rigorous introduction to the fundamental principles of finance. The primary concepts covered include the time value of money, principles of valuation and risk, and the nature and characteristics of domestic and international financial securities and markets. Specific applications included the valuation of debt and equity securities and capital budgeting analysis.	<b>Description</b>	This course provides students with a rigorous introduction to the fundamental principles of finance. The primary concepts covered include the time value of money, principles of valuation and risk, and the nature and characteristics of domestic and international financial securities and markets. Specific applications included the valuation of debt and equity securities and capital budgeting analysis.
<b>Requirement Designation</b>		<b>Requirement Designation</b>	
<b>Liberal Arts</b>	[ ] Yes [ x ] No	<b>Liberal Arts</b>	[ ] Yes [ x ] No
<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>		<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>	
<b>Course Applicability</b>	<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	<b>Course Applicability</b>	<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
<b>Effective Term</b>	Fall 2021		

Rationale: From Fall 2021 onwards, calculus will no longer be a program requirement for our BBA program. Hence, we request the removal of the calculus prerequisite for this course. Students majoring in actuarial science or financial mathematics have been using MTH 4120 (Introduction to probability) instead of STA 2000 to enroll in FIN 3000. This has been regularly done in the past with manual permissions. Adding this path for these students will automate the process. MTH 4119 (Multivariate Probability Distributions) also provides a viable path for students majoring in actuarial science and financial mathematics. We have also changed the prerequisite structure appropriately to ensure that it aligns with the three new paths for entry into the Zicklin school.


**AV.3 Changes in course prerequisites to be offered in the Paul H. Chook Department of Information Systems and Statistics**

CUNYFirst Course ID	090643		
FROM:		TO:	
Departments	Paul H. Chook Department of Information Systems and Statistics		Paul H. Chook Department of Information Systems and Statistics
Course	CIS 4620 Fintech: Principles and Applications	Course	CIS <u>3620</u> Fintech: Principles and Applications
Pre or co requisite	PREREQUISITE: ( <del>CIS 2300 or CIS 3100 or CIS 3120 or equivalent</del> ) and CIS 3400	Pre or co requisite	Prerequisite: <u>CIS 2200 and (ZICK or ZKTP)</u>
Hours	3	Hours	3
Credits	3	Credits	3
Description	<del>A one-semester broad-based introductory business statistics course that focuses on descriptive statistics, control charts, regression, and inferential statistics. Topics covered include graphical methods, descriptive statistics with exploratory data analysis, an introduction to control charts (with a focus on special cause and common cause variation), linear regression and correlation, the normal distribution and sampling distribution of the mean, estimation for means and proportions, and hypothesis testing for one and two groups. Students will use a microcomputer statistical package for analyzing selected data sets. This course is required for all. The purpose of this course is to provide students with an understanding of, and practical experience with the information technologies employed by financial services firms that focus on capital markets. Topics covered include information systems for trade order</del>	Description	<u>The purpose of the course is to give students an introduction to innovation in technology applicable to Finance (Fintech), and how it is creating disruption to modern financial services and products. The course covers multiple domains of technology and how they are contributing to major advancements in financial systems, transactions, payments, and data utilization. It will develop students' understanding of key technology innovations such as APIs, mobile technology, Internet of Things (IoT), and Machine Learning. This course is focused on three main FinTech areas in which technology is driving changes in the way financial services are provided: (i) Banking services, (ii) Trading and Clearing, and (iii) Data and Analytics. The course will provide specific coverage and examples of developments from (1) digital payments, (2) peer-to-peer lending, (3) quantitative trading, and (4) cybersecurity management. The course will also detail how risk management issues and</u>



	management, order routing, order matching, algorithmic trading, clearing and settlement, risk management, and market data. Students will develop software that interacts with industry-leading commercial financial data providers.		<u>regulatory barriers in different fintech sectors can affect the development of technical architectures and platforms.</u>
Requirement Designation	Liberal Arts	Requirement Designation	Liberal Arts
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:**

This course is about how recent significant innovations in financial technology are driving change in consumer products and services offered by banks, insurers, and other financial institutions. This course will be offered for the first time since 2016. It will now give students a broad knowledge of financial innovation that leverage key advances in technology, and its application to the democratization of financial systems and markets. Removing the two prerequisite courses will allow students without database management and programming skills to take advantage of this course. Now that the course provides a more high-level overview of fintech, an introduction to information systems is sufficient as a prerequisite. This course is available only to students admitted to the Zicklin School. 

**AV.4 Change in pre-requisites to be offered in the Department of Law**

<b>CUNYFirst Course ID</b>	092413		
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Department of Law		
<b>Course</b>	LAW 3107 Antitrust and Competition Law	<b>Course</b>	LAW 3107 Antitrust and Competition Law
<b>Pre or co requisite</b>	Prerequisite: LAW 1101 AND ZICK OR ZKTP Student Group OR MSC-BA Sub Plan OR MSCMGT-BA Sub Plan with 45 credits OR NBMKT-MIN Plan with BUS 1000 OR 1001 OR 1011.	<b>Pre or co requisite</b>	Prerequisite: LAW 1101
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	The legal aspects of regulating the American enterprise system are studied. Problems arising from monopolistic practices, contracts in restraint of trade, mergers, and intracorporate conspiracy are analyzed. The function of the courts, government, and private parties are considered, together with the civil and criminal liability of the enterprise and its management. Topics to be included are antitrust economics, the role of the Federal Trade Commission, antitrust exemptions, and deregulation.	<b>Description</b>	The legal aspects of regulating the American enterprise system are studied. Problems arising from monopolistic practices, contracts in restraint of trade, mergers, and intracorporate conspiracy are analyzed. The function of the courts, government, and private parties are considered, together with the civil and criminal liability of the enterprise and its management. Topics to be included are antitrust economics, the role of the Federal Trade Commission, antitrust exemptions, and deregulation.
<b>Requirement Designation</b>		<b>Requirement Designation</b>	
<b>Liberal Arts</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Liberal Arts</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>		<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>	
<b>Course Applicability</b>	<input type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required <input type="checkbox"/> English Composition <input type="checkbox"/> Mathematics <input type="checkbox"/> Science	<b>Course Applicability</b>	<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		<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
<b>Effective Term</b>	Fall 2021		

**Rationale:** Remove ZICK, ZKTP, and program plan prerequisite to enable enrollment students from Baruch's two other schools. Zicklin admission and specific programs plan are not necessary for students to take the course.

**Baruch College**

Committee on Academic Policy, Programs, and Research Report Detail

October 2020

## 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 May 19, 2020. They will be effective for the Fall 2021 semester, pending approval of the Board of Trustees.

### Section AIII: Changes in Degree Programs

**AIII.1.1** The following new Advanced Certificate Program in Public Communication is proposed from the Marxe School of Public and International Affairs. It is a separate stand-alone credit-bearing program. The courses/credits from the certificate may be used towards the Master's in Public Administration (MPA), Master's in International Affairs (MIA) degree programs, or Master of Science in Higher Education Administration (MSED).

**Program:** Advanced Certificate in Public Communication

**Program Codes:** 01962 (Master of Public Administration), 37904 (Master of International Affairs), and 21853 (Master of Science in Higher Education Administration)

**HEGIS Code:** 2102.00 (Master of Public Administration), 2212.00 (Master of International Affairs), and 0827.00 (Master of Science in Higher Education Administration)

**Effective:** Fall 2021

Program Description: The Certificate in Public Communication will prepare students to fill communication-related positions in the public sector and non-profit organizations. Students will gain the skills they need to prepare documents and presentations, create campaigns that employ digital and traditional media, encourage productive diversity, and maintain a positive public image of their organization. Students will study communication in multiple contexts that include policy deliberation, persuasive campaigns, mass and digital media, global, governmental, and organizational.

Requirements for the Advanced Certificate in Public Communication		
Course	Description	Crs
<b>Advanced Certificate in Public Communication</b>		
<b>Required Courses for Advanced Certificate in Public Communication</b>		
PAF 9103	Communication in Public Settings	3
OR	OR	
PAF 9420	Global Communication	
PAF 9139	Communication Strategy	3
PAF 9201	Mobilizing Digital Communication for the Public Good	3
<i>Subtotal of Required Courses</i>		9
<b>Elective Courses for Advanced Certificate in Public Communication (3 credits, select one)</b>		
PAF 9104	Media, Politics, and Public Culture	3
PAF 9202	Civic and Political Speechmaking in New York City	3
PAF 9203	Communicating for Equity and Belonging	3

PAF 9204	Conflict Management and Negotiation	3
PAF 9199	Selected Topic: Strategic Storytelling	3
PAF 9199	Selected Topic: Improv for Leadership	3
PAF 9199	Selected Topic: Applying Technological Innovation to Solve Public Sector Problems	3
PAF 9199	Selected Topic: Intergroup Dialogue on Race and Ethnicity	3
<i>Subtotal of Elective Courses</i>		3
<b>Total for Advanced Certificate in Public Communication</b>		<b>12</b>

Rationale: This credit-bearing certificate will bring students into MSPIA in the following ways: 1) It will allow students who are interested in developing their skill in and knowledge of public communication but who are not interested in a full degree program to take classes that will culminate in a concrete academic achievement. 2) It will allow students who have graduated from MSPIA and who are interested in coming back for an “add-on” certificate to receive an additional credential using some of their existing coursework. 3) Some students who initially enrolled just for the certificate program may decide to pursue a full degree who would not have done so otherwise.

**All:10.11b. The following revisions are proposed for the Doctor of Professional Studies in Business (DPSB) in the Zicklin School of Business**

**Program:** Doctor of Professional Studies in Business (DPSB)

**HEGIS Code:** 0501.00

**Program Code:** 38249

<b>Effective: From: <del>Doctor of Professional Studies in Business</del></b>			<b>To: <u>Doctor of Business Administration</u></b>		
		<b>Crs</b>			<b>Crs</b>
<b>Prerequisite Courses</b>	A total of 18 credits of prerequisites from a prior graduate degree (or courses even if a degree was not awarded) will be applied towards the <del>Doctor of Professional Studies in Business</del> program. Any student with a deficiency will be able to make up the deficiency with approved courses.	18	<b>Prerequisite Courses</b>	A total of 18 credits of prerequisites from a prior graduate degree (or courses even if a degree was not awarded) will be applied towards the <u>Doctor of Business Administration</u> program. Any student with a deficiency will be able to make up the deficiency with approved courses.	18
<b>Summer Orientation</b>			<b>Summer Orientation</b>		

Year 1, Fall Semester			Year 1, Fall Semester		
Course	Description	Crs	Course	Description	Crs
DCT 90101	Research Design and Methodology	3	DCT 90101	Research Design and Methodology	3
DCT 90102	Econometric Methods for Business Research I	3	DCT 90102	Econometric Methods for Business Research I	3
DCT 90103	Foundations of Leadership Theory and Competency	3	DCT 90103	Foundations of Leadership Theory and Competency	3
Year 1, Winter			Year 1, Winter		
Optional course choices (with permission):			Optional course choices (with permission):		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1	DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3	DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3
Year 1, Spring Semester			Year 1, Spring Semester		
Course	Description	Crs	Course	Description	Crs
DCT 90111	Qualitative Methods in Business Research	3	DCT 90111	Qualitative Methods in Business Research	3
DCT 90112	Econometric Methods for Business Research II	3	DCT 90112	Econometric Methods for Business Research II	3
DCT 90113	Competition Analysis and Regulation	3	DCT 90113	Competition Analysis and Regulation	3
<b>End of Year 1: Qualifying Examination I</b> A student who fails this examination will be allowed to retake it within a year. Failure on the second attempt of this examination will result in dismissal from the program.			<b>End of Year 1: Qualifying Examination I</b> A student who fails this examination will be allowed to retake it within a year. Failure on the second attempt of this examination will result in dismissal from the program.		
Year 1, Summer			Year 1, Summer		
DCT 90120	Position Paper Research	1	DCT 90120	Position Paper Research	1

Optional course choices (with permission)			Optional course choices (with permission)		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1	DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3	DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	3
<b>Year 2, Fall and Spring Semesters</b>			<b>Year 2, Fall and Spring Semesters</b>		
The Executive Director will select six seminars from among the courses listed below. Each semester will have 3 courses, 9 credits, for a total of 18 credits. Please note that not all courses will be offered each semester.			The Executive Director will select six seminars from among the courses listed below. Each semester will have 3 courses, 9 credits, for a total of 18 credits. Please note that not all courses will be offered each semester.		
DCT 90201	Understanding the Consumer Journey	3	DCT 90201	Understanding the Consumer Journey	3
DCT 90202	International Corporate Finance and Governance	3	DCT 90202	International Corporate Finance and Governance	3
DCT 90203	Ideation, Technology, and Entrepreneurship	3	DCT 90203	Ideation, Technology, and Entrepreneurship	3
DCT 90204	Management of Innovation	3	DCT 90204	Management of Innovation	3
DCT 90205	Human Capital and the Triple Bottom Line	3	DCT 90205	Human Capital and the Triple Bottom Line	3
DCT 90206	Understanding the Employee and the Customer as Users of Technology	3	DCT 90206	Understanding the Employee and the Customer as Users of Technology	3
DCT 90207	Information-based Strategies	3	DCT 90207	Information-based Strategies	3
DCT 90208	Technology-driven Organizational Change	3	DCT 90208	Technology-driven Organizational Change	3
DCT 90209	Marketing Communications Strategy	3	DCT 90209	Marketing Communications Strategy	3
DCT 90225	Special Topics	3	DCT 90225	Special Topics	3
<b>Year 2, Winter</b>			<b>Year 2, Winter</b>		
Optional course choices (with permission):			Optional course choices (with permission):		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1	DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study	3	DCT 90230	Independent Study	3



	A student may take this twice for a maximum of 6 credits			A student may take this twice for a maximum of 6 credits	
<b>End of Year 2: Qualifying Examination 2</b> A student who fails this examination will be allowed to retake it within a year. Failure on the second attempt of this examination will result in dismissal from the program.			<b>End of Year 2: Qualifying Examination 2</b> A student who fails this examination will be allowed to retake it within a year. Failure on the second attempt of this examination will result in dismissal from the program.		
<b>Year 2, Summer</b>			<b>Year 2, Summer</b>		
DCT 90220	Position Paper Defense	1	DCT 90220	Position Paper Defense	1
Optional course choices (with permission)			Optional course choices (with permission)		
DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1	DCT 90151 - DCT 90156	Internship (each course is 1 credit)	1
DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	1-6	DCT 90230	Independent Study A student may take this twice for a maximum of 6 credits	1-6
<b>Total credits for Years 1 and 2</b>		<b>56</b>	<b>Total credits for Years 1 and 2</b>		<b>56</b>
<b>Year 3, Fall Semester</b>			<b>Year 3, Fall Semester</b>		
DCT 90301	Dissertation Research - Proposal defense	1	DCT 90301	Dissertation Research - Proposal defense	1
DCT 90302	Dissertation Research - Proposal defense	1	DCT 90302	Dissertation Research - Proposal defense	1
Note: DCT 90301 and DCT 90302 are taken concurrently.			Note: DCT 90301 and DCT 90302 are taken concurrently.		
<b>Year 3, Spring Semester</b>			<b>Year 3, Spring Semester</b>		
DCT 90311	Dissertation Research - Final Dissertation Defense	1	DCT 90311	Dissertation Research - Final Dissertation Defense	1
DCT 90312	Dissertation Research - Final Dissertation Defense	1	DCT 90312	Dissertation Research - Final Dissertation Defense	1
Note: DCT 90311 and DCT 90312 are taken concurrently.			Note: DCT 90311 and DCT 90312 are taken concurrently.		
<b>Total credits including dissertation and transfer credits</b>		<b>60</b>	<b>Total credits including dissertation and transfer credits</b>		<b>60</b>

**Rationale:**

This proposal is to change the designation of the degree to be awarded in our Doctor of Professional Studies in Business (DPSB) program from the DPS degree to the Doctor of Business Administration (DBA) degree. To accomplish this change, Baruch College has respectfully requested that the New York State Education Department (NYSED) add the Doctor of Business Administration (DBA) degree to the list of doctoral degrees that may be awarded in our state and by the Zicklin School of Business, Baruch College/The City University of New York. The DBA degree is widely recognized as the premier terminal degree for practical and applied business problems, both nationally and globally.

As shown above, our DBA program will be identical to the current DPSB program in every aspect of the curriculum and degree requirements. The DPSB program was originally designed as a DBA program and was intended to be equivalent and comparable to existing high-quality DBA programs. Our faculty and doctoral students recognize that Baruch's own DPS program is more accurately represented as a DBA program, and that there is tangible value in having the degree of our program match the prevailing national and global standard. It is worthy to note that it was offered as DPSB only because NYS did not list the DBA.

**Note:**

All changes will become effective starting Fall 2021.

**Last Change: xxx, 2015**

**Approved by the Zicklin GCC: August 28, 2020**

**The following recommendations of the committee on Undergraduate Curriculum were approved at the Zicklin School of Business Faculty Meeting on May 14, 2020 effective Fall 2021 semester pending approval of the Board of Trustees.**

**AIII. 2.1 The following revisions are proposed for the BBA in Management in the Zicklin School of Business**

Program: BBA in Management

Program Code: 01921

MHC Program Code: 60017

HEGIS Code: 0506.00

Effective: Fall 2021

FROM:			TO:		
BBA in Management (Operations Management Track)			BBA in Management		
Course	Description	Crd	<b><u>New Track: BBA in Operations Management and Consulting</u></b>		
<u>Required Courses</u>		24	Course	Description	Crd
MGT 3300	Management: A Behavioral Approach	3	<u>Required Courses</u>		
MGT 3800	Management and Society	3	<u>OPM 3500</u>	<u>Business Decision Models</u>	<u>3</u>
MGT 3500	Business Decision Models	3	<u>OPM 3710</u>	<u>Supply Chain Management</u>	<u>3</u>
MGT 3710	Introduction to Supply Chain Management	3	<u>OPM 3730</u>	<u>Business Process Analysis</u>	<u>3</u>
MGT 3730	Business Process Analysis	3	<u>OPM 3740</u>	<u>Project Management</u>	<u>3</u>
MGT 4500	Cases in Operations Management	3	<u>OPM 3750</u>	<u>Improving Business Processes with Lean and Six Sigma</u>	<u>3</u>
MGT 4551	Service Operations Strategy	3	<u>OPM 4500</u>	<u>Cases in Operations Management</u>	<u>3</u>

Elective Course	3	<u>OPM 4551</u>	<u>Operations Management Consulting</u>	<u>3</u>
Students must take one (1) additional business course to be chosen in consultation with an advisor.		<u>Choose one course from the following:</u>		
		<u>MGT 3800</u>	<u>Management and Society</u>	<u>3</u>
		<u>MGT 4380</u>	<u>Organizational Change</u>	<u>3</u>
		<u>MGT 4480</u>	<u>Conflict Management Procedures</u>	<u>3</u>
			<u>TOTAL</u>	<u>24</u>
<b><u>New Track: BBA in Operations Management and Analytics</u></b>				
Course				
<u>Required Courses</u>		<u>Description</u>		<u>Crd</u>
<u>OPM 3500</u>				<u>15</u>
<u>OPM 3710</u>		<u>Business Decision Models</u>		<u>3</u>
<u>OPM 3730</u>		<u>Supply Chain Management</u>		<u>3</u>
<u>OPM 4500</u>		<u>Business Process Analysis</u>		<u>3</u>
<u>OPM 4551</u>		<u>Cases in Operations Management</u>		<u>3</u>
<u>Choose any three courses from the following:</u>		<u>Operations Management Consulting</u>		<u>3</u>
<u>OPM 3740</u>				
<u>OPM 3750</u>		<u>Project Management</u>		<u>3</u>
<u>OPM 4550</u>		<u>Improving Business Processes with Lean and Six Sigma</u>		<u>3</u>
<u>CIS 3120</u>		<u>Advanced Managerial Decision Making with Analytics</u>		<u>3</u>
<u>CIS 3920/STA 3920</u>		<u>Programming for Analytics</u>		<u>3</u>
<u>OPR 3451</u>		<u>Data Mining for Business Analytics</u>		<u>3</u>
<u>OPR 3452</u>		<u>Quantitative Decision Making for Business II</u>		<u>3</u>
<u>STA 3000</u>		<u>System Simulation</u>		<u>3</u>
<u>STA 3154</u>		<u>Statistical Computing</u>		<u>3</u>
<u>STA 4155</u>		<u>Business Statistics II</u>		<u>3</u>

	<u>STA 4920</u>	<u>Regression and Forecasting Models for Business Applications</u>	<u>3</u>
		<u>Advanced Data Mining</u>	<u>3</u>

Rationale: Six considerations motivate the proposal to split the Operations Management (OM) BBA into two different tracks, Operations Management and Consulting Track and Operations Management and Analytics Track:

1. To build a “destination major” in the Zicklin BBA program that has a clear identity (“unabashedly about operations”) and a visible path to employment;
2. To align the major with the thinking skills and experiences necessary for current market needs (more marketable to recruiters);
3. To more tightly focus the 8 courses around the operations function and relevant decision-making tools;
4. To offer students choice in area of specialty (to pursue more quantitative or more managerial concentrations; currently there is no such choice);
5. To offer students more choice in the elective set, with the Operations Management and Analytics Track offering the most freedom (currently only 1 of the 8 courses is elective); and
6. To distinguish students on the job market with the option to pursue several certifications at ASQ (lean and/or six sigma), PMI (project management), or APICS (general operations management) which are well known to enhance student employability at peer schools.

This structure gives flexibility to incorporate future additional tracks (e.g., Supply Chain and Retail Analytics), as well as additional new courses that might fit under the Ops. Consulting track, pending future faculty hires and teaching capacity.

We envision the Operations Management Consulting course (OPM 4551) becoming the “crown jewel” of the degree. That said, the Operations Management and Consulting Track is intended for students who want to specialize in the sort of leadership skills to be truly effective leaders of change in businesses, both in client-facing in inter-firm consulting roles.

The Operations Management and Analytics Track is a track that is in high demand from students and employers alike. We realize that there could be capacity constraints in the STA, CIS, and OPR courses, but this is not a reason to shy away from proposing the “right” set of courses for the OM major. Further, some of the courses in this track have prerequisites that are intentionally excluded — such prereqs as CIS 2300, CIS 3100, and 3920. We selected the toolset that in our professional judgement are the skills students need for successful operations management thinking skills. Including those prerequisites in the degree program would blur the distinction between the OM and CIS major and not deliver BBAs in OM with sufficient proficiency of technical skills.

The courses OPM 3740 and OPM 3750 are listed in the Operations Management and Analytics track to give students maximum choice.

Students in the current track in Operations Management can use the MGT designated courses that satisfy the current track requirements toward the new track if they choose to or have to move to the new track.

Students in the current track in Operations Management can use OPM designated courses (that correspond to the equivalent MGT designated courses) to satisfy the current track requirements.

Starting Spring 2021, students should no longer be able to declare the OM-BBA track, but instead choose between the Consulting Track or Analytics Track.

Incidentally, the program learning goals remain the same. These goals, and the courses that support them, are given in the following table.

<b>Skill</b>	<b>BBA in OM Learning Goal</b>	<b>Supporting OPM Course</b>
Technical	Students will be able to demonstrate technical competence with OM techniques	3500, 3710, 3730, 3740, 3750
Interpretive	Students will be able to interpret results of OM techniques and make relevant recommendations	3500, 3710, 3730, 3740, 3750, 4500, 4551
Integrative Problem Solving	Students will be able to integrate more than one OM technique to solve a problem	4500, 4551
Contextual	Students will be able to identify and explain broad issues affecting OM such as strategy and globalization	3710, 3740, 4500, 4551

**Acknowledgement:** This proposal is borne out of several meetings of the OM area faculty over the last year. We are thankful to the encouraging words of Deans Huss and Hu (“be bold!”). We are also thankful to distinguished colleagues who gave useful feedback: Ken Boyer (Ohio State), Mark Ferguson (South Carolina), Nick Petruzzi (Penn State), Aydin Alptekinoglu (Penn State), Suresh Muthulingam (Penn State), David Dreyfus (Rutgers), Yao Zhao (Rutgers), Vishal Agrawal (Georgetown), Enno Siemsen (Wisconsin), Ozalp Ozer (UT Dallas), Gil Souza (Indiana), Antonio Moreno-Garcia (Northwestern), Tim Kraft (MIT), and Goker Aydin (Johns Hopkins). Their suggestions influenced the above proposal. Additional insights came from the 2017 AACSB Redesigning the Undergraduate Curriculum Conference, especially above consideration #6.

### **New Course AIV.1**

<b>CUNYfirst Course ID</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input checked="" type="checkbox"/> Undergraduate <input type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial
<b>Subject Area</b>	OPM
<b>Course Prefix</b>	OPM
<b>Course Number</b>	3740
<b>Course Title</b>	Project Management
<b>Catalogue Description</b>	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, and scheduling methodologies including CPM, PERT, and Agile are emphasized.

<b>Pre/ Co Requisites</b>	OPM 3000 and (ZICK or ZKTP Student Group)		
<b>Credits</b>	3		
<b>Contact Hours</b>	3		
<b>Liberal Arts</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Course Attribute (e.g. Writing Intensive, Honors, etc)</b>			
<b>Course Applicability</b>	<input checked="" type="checkbox"/> Major	<input type="checkbox"/> Gen Ed - Flexible	<input type="checkbox"/> Gen Ed - College Option
	<input type="checkbox"/> Gen Ed Required	<input type="checkbox"/> World Cultures	
	<input type="checkbox"/> English Composition	<input type="checkbox"/> US Experience in its Diversity	College Option Detail _____
	<input type="checkbox"/> Mathematics	<input type="checkbox"/> Creative Expression	
	<input type="checkbox"/> Science	<input type="checkbox"/> Individual and Society	
		<input type="checkbox"/> Scientific World	
<b>Effective Term</b>	Fall 2021		

Rationale: This new course is proposed as a requirement in the Operations Consulting Track and Operations Analytics Track of the redesigned BBA in Operations Management (OM). We propose inclusion of this course for several reasons.

1. OM is the discipline that teaches how to manage work; and work manifests itself as (repetitive) processes or stand-alone projects. The undergraduate OM curriculum is “process heavy” (extensive emphasis on process thinking in OPM 3000 (née MGT) 3121, 3710, 3730, and 3750. There is, however, no course for undergrads in the theory and practice of managing projects—aside from the specialized CIS 5800, IT Project Management—even though most peer and aspirant schools offer such a course; even though much of the work “on the street” is project-based.
2. The discipline of project management teaches students critical thinking skills that round out their understanding of scheduling, risk, finance, and management.
3. In aligning the BBA in OM with market needs, we identified “filling the gap in Project Management” as a priority that also supports a proposed Operations Consulting track.
4. This course will strike a balance between teaching the discipline of project scheduling and the professional practice of the Project Management Body of Knowledge (PMBOK). Thus, the course will be aligned (not perfectly, but to some degree) with the Project Management Institute's (PMI) Certified Associate in Project Management (CAPM) exam. Such certification is appealing to students and recruiters.
5. Several of our tenured faculty are scholars of project management and scheduling, and there are many project management professionals in the greater NY area (for FT and PT teaching availability).

The course is modeled after best practices in teaching undergraduate project management. Several thought leaders in Project Management pedagogy were consulted (e.g., Ted Klastorin, Univ of Washington; Gary Mitchell, Univ. of Portland; George Vairaktarakis, Case Western Reserve; Joe Szmerekovsky, North Dakota State Univ.). A syllabus is attached.

## OPM 3740 SYLLABUS Project Management

<b>Semester</b>	
<b>Course</b>	OPM 3740, Project Management
<b>Section</b>	
<b>Time &amp; Place</b>	
<b>Department</b>	Narendra Paul Loomba Department of Management
<b>Instructor</b>	
<b>Phone</b>	
<b>Email</b>	
<b>Office</b>	
<b>Office Hours</b>	

**COURSE DESCRIPTION.** 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, and scheduling methodologies including CPM, PERT, and Agile are emphasized.

**PREREQUISITES.** OPM 3000 and ZICK or ZKTP Student Group

**COURSE LEARNING GOALS.** OPM 3740 teaches the skills, tools, and techniques of project management. It emphasizes the managerial skills necessary for selecting, defining, planning and executing successful projects. That is, it is about the thinking skills necessary for understanding the discipline of project management. Specifically, students will be able to do the following:

1. Select a portfolio of projects that are linked to organizational structures and strategy.
2. Budget and define project components using work breakdown structures.
3. Understand issues about project management leadership and managing project teams (and other stakeholders).
4. Plan, schedule, and track projects using 4 methodologies, and develop an awareness of their relative pros and cons: the Critical Path Method (CPM), Project Evaluation and Review Technique (PERT), Critical Chain Project Management (CCPM), Agile Project Management (“Agile”).
5. Assess and protect against project risks.
6. Apply the “3 Cs”: project control, crashing, and closeout.

In general, project management software such as MS-Project is emphasized throughout the course. The course is not a prep for the Project Management Institute’s Project Management Professional certification exams, but the above topics are aligned with the body of knowledge of that exam whenever possible. Specifically, students will be encouraged to pursue the Certified Associate in Project Management (CAPM) certification after the course is complete. For details see: <https://www.pmi.org/certifications/types/certified-associate-capm>.

**BBA PROGRAM LEARNING GOALS ADDRESSED IN THIS CLASS.** The faculty of the Zicklin School of Business has adopted seven (7) “Learning Goals” for BBA students. The purpose of these goals is to create a common understanding between students, faculty and potential employers of the core objectives for a business education. The seven goals, together with assessment criteria, can be viewed at <http://zicklin.baruch.cuny.edu/zk/resources/teaching/aol/undergraduate/bba>

The following Zicklin BBA Learning Goals will be addressed in this course:

1. **Analytical Skills:** Students will possess the analytical and critical thinking skills to evaluate issues faced in business and professional careers.
2. **Technological Skills:** Students will possess the necessary technological skills to analyze problems, develop solutions and convey information.
3. **Communication Skills: Oral:** Students will have the necessary oral communication skills to convey ideas and information effectively and persuasively.
4. **Communication Skills: Written:** Students will have the necessary written communication skills to convey ideas and information effectively and persuasively.
5. **Civic Awareness and Ethical Decision-making:** Students will have the knowledge base and analytical skill to guide them when faced with ethical dilemmas in business. Students will have an awareness of political, civic and public policy issues affecting business.
6. **Global Awareness:** Students will know how differences in perspectives and cultures affect business practices around the world.
7. **Proficiency in a Single Discipline:** Students will possess a deep understanding of and intellectual competence in at least one business discipline.

*A mapping of how the course content supports these goals is available at the end of this syllabus. See “Assurance of Learning” section for details.*

#### **“THE RULES”**

1. There is usually no extra credit available in this class. If there is, it will be made available to all students equally.
2. I usually do not round individual grades up or down for any reason. For example, an 89.9999999% is a B+ (not A-) and a 65% is a D (not F). I do reserve the right to scale up all grades in the class fairly using my judgement.
3. Cheating and plagiarism are not tolerated and have severe consequences. If you are in a “difficult spot” and are considering academic dishonesty as a “way out” I urge you to see me (or call me) instead to discuss your options.
4. Assignments will be posted in **Blackboard > MGT 3740 > Assignments** at least a week before they are due.
5. I will return all graded work to you with feedback. You have two weeks from the time it is returned to ask questions about grading.
6. If you do not follow my instructions, you will usually not be given a second chance to do it over.
7. The most important rule: I will deliver a course that is fun, changes the way you think, and teaches relevant content that gives you marketable skills you can use in interviews and use on the job. :-)



## COURSE SCHEDULE

### UNIT 1: CHOOSING & DEFINING PROJECTS and LEADING PEOPLE FOR ORGANIZATIONAL SUCCESS

#### Week 1: Project Management Overview; Organization Strategy, Project Selection, and Project Portfolio Management

##### Learning Objectives:

1. Welcome and course syllabus
2. What is a project?
3. The project life cycle and project teams
4. Project governance
5. Organizational strategy and project selection
6. Project priority system
7. Project portfolio management

**Read:** Larson and Gray, Chapters 1 and 2

**Deliverable:** McGraw Hill Connect LearnSmart activities for Ch 1 and 2

##### Optional:

- Lenfle, S., & Loch, C. (2010). "Lost roots: how project management came to emphasize control over flexibility and novelty." *California Management Review*, 53(1), 32-55 (see Blackboard > Articles).
- Scinta, J. (2007). "Where More R&D dollars should go." *Harvard Business Review*, 85(7/8), 26 (see Blackboard > Articles)
- A. Nieto-Rodriguez. (2016). "How to prioritize your company's projects." *Harvard Business Review*, December 13. <https://hbr.org/2016/12/how-to-prioritize-your-companys-projects>
- R. Ashkenas. (2012). "Manage with a portfolio mindset." *Harvard Business Review*. Sept. 4, 2012, <https://hbr.org/2012/09/manage-with-a-portfolio-mindse> .

#### Week 2: Organization Structure and Culture; Defining a Project

##### Learning Objectives:

1. Project management (org.) structures
2. Organizational culture (for organizing projects)
3. Defining projects: Scope, priorities, & work breakdown structure
4. Process breakdown structure
5. Responsibility matrices and communication plans

**Read:** Larson and Gray, Chapters 3 & 4

**Deliverable:** McGraw Hill Connect LearnSmart activities for Ch 3 and 4

**Optional:**

- “The four phases of project management.” Harvard Business Review. Nov. 3, 2016, <https://hbr.org/2016/11/the-four-phases-of-project-management> .
- “Your Project Needs a Charter. Here’s What That Means.” Harvard Business Review. Nov. 3, 2016, <https://hbr.org/2016/11/your-project-needs-a-charter-heres-what-that-means> .
- Brown, K. A., Ettenson, R., & Hyer, N. L. (2011). “Why every project needs a brand (and how to create one).” *MIT Sloan Management Review*, 52(4), 61-68. (See Blackboard > Articles).

**Week 3: Estimating Project Time and Costs**

**Learning Objectives:**

1. Quality of estimation
2. Types of project costs
3. Methods for estimating time, costs, and resources
4. Bottom-up and top-down estimating

**Read:** Larson and Gray, Chapter 5

**Deliverable:**

- McGraw Hill Connect LearnSmart activities for Ch 5
- **Assignment 1: Team analysis of the “Sharp Printing, AG” case** (Case 5.1 in Larson and Gray). Instructions will be posted in Blackboard. Due Feb 27 at start of class.

**Optional:**

- Klein, G. (2007). “Performing a project *premortem*.” *Harvard Business Review*, 85(9), 18-19.

**“Week 4”: Project Management Leadership; Managing Project Teams**

**Learning Objectives:**

1. Managing vs. leading
2. Managing stakeholders
3. Ethical issues
4. Influence and the power of persuasion
5. Team development models
6. Factors affecting team development
7. Virtual project teams
8. Team pitfalls

**Read:** Larson and Gray, Chapter 10 & 11

**Deliverable:** McGraw Hill Connect LearnSmart activities for Ch 10 & 11

**Optional:**

- C.L. Pedersen, T. Ritter. (2017). "The 4 Types of Project Manager," Harvard Business Review, July 27, 2017, <https://hbr.org/2017/07/the-4-types-of-project-manager> .
- R. Ashkenas. (2010). "Do you have too much on your plate?" Harvard Business Review, May 18, 2010, <https://hbr.org/2010/05/do-you-have-too-much-on-your-p.html> .
- "Five Critical Roles in Project Management." Harvard Business Review. Nov. 3, 2016, <https://hbr.org/2016/11/five-critical-roles-in-project-management> .
- Cummings, J., & Pletcher, C. (2011). "Why project networks beat project teams." *MIT Sloan Management Review*, 52(3), 75-80.

<b>UNIT 2: PROJECT PLANNING &amp; SCHEDULING</b>
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**Week 5: Intro. to Project Planning and Scheduling**

**Learning Objectives:**

1. Constructing the project network
2. The Critical Path Method for computing project durations, slacks, and critical activities
3. Building a (CPM) project plan using MS-Project; project network diagrams, Gantt charts

**Optional:** Larson and Gray, Chapter 6 (there is no LearnSmart on this material).

**Weeks 6 & 7: Project Risk Management**

**Learning Objectives:**

1. Risk identification and assessment
2. Risk-response development
3. Contingency planning and funding
4. Planning around activity time risk
5. Managing time uncertainty with PERT and Monte Carlo Simulation

**Read:** Larson and Gray, Chapter 7

**Deliverables:**

- McGraw Hill Connect LearnSmart activities for Ch 7
- **Assignment 2: Team analysis of the "A&D High Tech" case** (due at start of class). See Blackboard for instructions.

**Optional:** Cross, T. (2011). A Rush To Failure? *Harvard Business Review*, 89(4), 127-131. (See Blackboard > Articles).

## Week 8: Resource-Constrained (and Cost-Constrained) Project Scheduling

### Learning Objectives:

1. The resource constrained project scheduling problem
2. Types of resource constraints
3. Mitigation strategies: resource allocation models and activity-splitting

**Read:** Larson and Gray, Chapter 8 (but not Appendix 8.1)

### Deliverable:

- McGraw Hill Connect LearnSmart activities for Ch 8
- **Assignment 3:** Choose one of the following case studies (your choice): Case 8.1 in Larson and Gray, Case 8.2 in Larson and Gray, or the “Mustang PERT” case study. All have different elements of cost and resource-constrained project scheduling. Instructions will be posted on Blackboard. Due at the start of class.

**Midterm exam will occur about here in the schedule.**

## UNIT 3: PROBLEMS WITH TRADITIONAL PROJECT MANAGEMENT; CCPM

## Weeks 9-10: Critical Chain Project Management (CCPM)

### Learning Objectives:

1. 10 problems with (traditional) project scheduling and control methods that give rise to CCPM.
2. The scheduling mechanics of CCPM; project buffers, feeding buffers, and resource buffers.
3. Behavioral benefits of CCPM.
4. Case studies around the world.

### Read:

- Larson and Gray Appendix 8.1 (p. 294)
- “The Problems with Project Management” by E. Walker, *Theory of Constraints Handbook*, Ch 2, pp. 13-39.
- “A Critical Chain Project Management Primer” by C.P. Budd and J. Cervený, *Theory of Constraints Handbook*, Ch 3, pp. 45-75.

### Activities:

- Multitasking Game [in class] (R. Hull)
- The Project Dice Game [online] (R. Newbold, pp. 163-172)

### Deliverable:

- **Assignment 4:** “Critical Chain Scheduling at Acme” case study. Due at start of class.

**Week 11: “Crashing” Project Durations**

**Learning Objectives:**

1. Options for “compressing” project durations
2. Determining the activities to shorten
3. Sensitivity analysis
4. “Compressing” project scope

**Read:** Larson and Gray, Chapter 9

**Deliverable:** McGraw Hill Connect LearnSmart activities for Ch 9

**In-class activity:** “The project scheduling game: simulating time/cost trade-offs in projects”

**Week 12: Project Control; Progress and Performance Management; Project Termination and Closeout**

**Learning Objectives:**

1. Project monitoring information systems
2. Project control process
3. Monitoring time performance
4. Earned-value analysis (“EVA”)
5. Performance metrics and indices
6. Forecasting total cost
7. Scope creep
8. Shutting down a project
9. Natural termination vs. early termination for projects
10. Project audits

**Read:** Larson and Gray, Chapter 13 & 14

**Deliverable:** McGraw Hill Connect LearnSmart activities for Ch 13 & 14

**Week 13: AGILE PROJECT MANAGEMENT**

**Learning Objectives:**

1. Traditional vs. agile methods
2. Agile PM in action: the scrum framework
3. Does Agile PM work on large projects? Limitations and concerns.

**Read:** Larson and Gray, Chapter 16

**Deliverable:** McGraw Hill Connect LearnSmart activities for Ch 16

**Optional:** Thomke, S., & Reinertsen, D. (1998). "Agile product development: Managing development flexibility in uncertain environments." *California Management Review*, 41(1), 8-30. (See Blackboard > Articles).

## Week 14

### Learning Objectives:

1. Class review and summary
2. Project management careers
3. PMI-PMP and other certification exams? Yes or no?
4. Next steps

## REQUIRED CLASS MATERIALS

E.W. Larson and C.F. Gray, (2017), *Project Management: The Managerial Process* 7<sup>th</sup> ed., McGraw Hill. It is essential that you purchase **this custom edition** that is bundled with McGraw Hill's "Connect" for the online assignments and the ancillary materials (such as MS-Project "how-to" videos). The custom edition omits 2 chapters from the original book and thus saves you a few \$\$\$ over the MSRP price. Follow these steps:

1. Go to <https://create.mheducation.com/shop> .
2. Search for and select book by ISBN or Title.
  - o **ISBN:** 9781307217209
  - o **Title:** Project Management: Strategic Design and Implementation
3. Add the book to your cart and pay using a credit card or access code.

There will also be a number of case studies and articles required in the class. These will be published on Blackboard.

## OPTIONAL: RECOMMENDED BOOKS

The following are good references for the body of knowledge in this course and additional "color/context" and project management thinking skills. None are required in this class.

- *PMBOK Guide: A Guide to the Project Management Body of Knowledge*, (2017), Project Management Institute.
- F.P. Brooks, Jr., (1995), *The Mythical Man Month: Essays in Software Engineering*, Addison Wesley Longman, Inc.
- T. DeMarco, (1997), *The Deadline: A Novel about Project Management*, Dorset House Publishing.
- M. Hannan, W. Müller, H. Robinson, (2014), *The CIO's Guide to Breakthrough Project Portfolio Performance: Applying the Best of Critical Chain, Agile, and Lean*, Fortezza Consulting, LLC.
- J.F. Cox III and J.G. Schleier, Jr., eds., (2010), *The Theory of Constraints Handbook*, McGraw Hill.

- R.C. Newbold, (1998), *Project Management in the Fast Lane: Applying the Theory of Constraints*, The St. Lucie Press/APICS Series on Constraints Management.
- D. Updegrove, (2014), *The Critical Chain Implementation Handbook: Flow Is the Number One Consideration*, Being Co., Ltd.
- E. Goldratt, (1997), *Critical Chain*, North River Press.
- *HBR Guide to Project Management: Motivate Your Team, Avoid Scope Creep, Deliver Results*, Harvard Business Review Press, 2013.

## GRADES AND EXPECTATIONS FROM STUDENTS

Assignment	Description	Points	%
Assignments 1-4: The Project Analysis Assignments	Assignment 1: 65 pts Assignment 2: 65 pts Assignment 3: 65 pts Assignment 4: 65 pts Problem sets and real-world applications of topics from class (4 x 65 points each)	260	26%
Connect/LearnSmart Reading Assignments for Chapters 1-5, 7-11, 13-14, 16	13 chapters; drop the lowest 1 (12 x 15 points each)	180	18%
Midterm Exam	Midterm exam before the "W" deadline	200	20%
Final Exam	A cumulative final exam	360	36%
<b>Total</b>		<b>1000</b>	<b>100%</b>

Accumulated points will be calculated as a percentage and reported as a letter grade using the following scale (source: Baruch College Faculty Handbook).

% of Points Earned	Letter Grade	GPA Value
93.0–100.0	A	4.0
90.0–92.999	A-	3.7
87.0–89.999	B+	3.3
83.0–86.999	B	3.0
80.0–82.999	B-	2.7
77.0–79.999	C+	2.3
73.0–76.999	C	2.0
70.0–72.999	C-	1.7
67.0–69.999	D+	1.3
60.0–66.999	D	1.0
Below 60.0	F	0.0

## **ASSIGNMENTS**

There are 4 project analysis assignments where you are welcome to work in teams of two. Specific instructions will be posted on Blackboard at least a week before each deadline. Each team member will receive the same grade and feedback from me.

## **ATTENDANCE**

I will follow the attendance grading policies for excessive absences outlined in the faculty handbook at <https://www.baruch.cuny.edu/facultyhandbook/Attendance.htm> and <https://www.baruch.cuny.edu/facultyhandbook/registrar.htm#grades>.

## **POLICY FOR MOBILE DEVICES**

The course content is nearly 100% digital — book chapters, case studies, lecture notes, homework assignments. Therefore it seems essential that a student bring a laptop computer and/or iPad (or other tablet) for effective classroom participation. That said, a successful class depends on the active attention and engagement of everyone in the classroom. You cannot be actively attentive and engaged at the same time you are checking email, texting, or surfing the Internet. In addition, using such devices has been shown to be distracting to those around you. To create a mutually supportive learning environment, I ask that you use such mobile devices in a way that is professional, consistent with course objectives, and respectful of others. It's the same rules that will apply on the job after you graduate.

## **STUDENTS WITH DISABILITIES**

Students with disabilities may be eligible for a reasonable accommodation to enable them to participate fully in courses at Baruch. If you feel you may be in need of an accommodation, please contact the staff at the Office of Services for Students with Disabilities, Newman Vertical Campus, Room 2-271, in person or by phone at (646) 312-4590. For more information, see <http://www.baruch.cuny.edu/studentaffairs/ossd/disabilityServices.htm>.

## **ACADEMIC INTEGRITY**

I fully support Baruch College's policy on Academic Honesty, which states, in part:

“Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. Baruch students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned.”

Academic sanctions in this class will range from an F on the assignment to an F in this course. A report of suspected academic dishonesty will be sent to the Office of the Dean of Students. Additional information and definitions can be found at [http://www.baruch.cuny.edu/academic/academic\\_honesty.html](http://www.baruch.cuny.edu/academic/academic_honesty.html)



## ASSURANCE OF LEARNING

The course requirements align with learning goals as follows.

Course Requirement	Course Learning Goals	BBA Learning Goals
Assignments 1-4: The Project Analysis Assignments	<ul style="list-style-type: none"> <li>• Plan and schedule projects using the CPM, PERT, CCPM, and Agile methodologies.</li> <li>• Assess and protect against project risks.</li> <li>• Be able to apply project control, crashing, and closeout.</li> </ul>	<ul style="list-style-type: none"> <li>• Written Communication</li> <li>• Technological Skills</li> <li>• Analytical Skills</li> <li>• Proficiency in a Discipline</li> </ul>
Connect/LearnSmart Reading Assignments for Chapters 1-5, 7-11, 13-14, 16	<ul style="list-style-type: none"> <li>• Select a portfolio of projects that are linked to organizational structures and strategy.</li> <li>• Budget and define project components using work breakdown structures.</li> <li>• Understand issues about project management leadership and managing project teams (and other stakeholders).</li> <li>• Plan and schedule projects using the CPM, PERT, CCPM, and Agile methodologies.</li> <li>• Assess and protect against project risks.</li> <li>• Be able to apply project control, crashing, and closeout.</li> </ul>	<ul style="list-style-type: none"> <li>• Technological Skills</li> <li>• Civic and Ethical</li> <li>• Global Awareness</li> <li>• Analytical Skills</li> <li>• Proficiency in a Discipline</li> </ul>
Midterm and Final Exams	<ul style="list-style-type: none"> <li>• Select a portfolio of projects that are linked to organizational structures and strategy.</li> <li>• Budget and define project components using work breakdown structures.</li> <li>• Understand issues about project management leadership and managing project teams (and other stakeholders).</li> <li>• Plan and schedule projects using the CPM, PERT, CCPM, and Agile methodologies.</li> <li>• Assess and protect against project risks.</li> <li>• Be able to apply project control, crashing, and closeout.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Communication</li> <li>• Written Communication</li> <li>• Technological Skills</li> <li>• Civic and Ethical</li> <li>• Analytical Skills</li> <li>• Proficiency in a Discipline</li> </ul>

This course emphasizes the BBA learning goals as follows.

<b>BBA Learning Goal</b>	<b>Significant Part of Course</b>	<b>Moderate Part of Course</b>	<b>Minimal Part of Course</b>	<b>Not Part of Course</b>
Analytical Skills	X			
Technological Skills		X		
Oral Communication		X		
Written Communication		X		
Civic Awareness & Ethical Decision-making			X	
Global Awareness			X	
Proficiency in a Single Discipline		X		

### Faculty Information

<b>Existing Core Faculty</b>				
<p><i>Department Expectations: Identify the specific faculty members that will be responsible for setting the curricular objectives, teaching program courses, advising students, and determining the means by which program and course objectives are measured. <b>Identify the program director.</b></i></p> <p><i>Core faculty members must meet minimum academic qualifications as identified in Part 52.2(b) of regulation, and be of sufficient depth and breadth to provide leadership, direction, and discharge other responsibilities critical to the start-up of the program.</i></p> <p><b>Note:</b> Faculty curricula vitae or resumes should not be attached to this application and should only be provided if specifically requested by the Department.</p>				
Faculty Member Name, Title, and Rank	Courses to be taught	Full-time or Part-time; if Full-time identify % of time to the program	Highest Earned Degree, Discipline, IHE	Additional qualifications which demonstrate professional competence relative to the specific program.
William Millhiser, Associate Professor	OPM 3740	Full time 100%	PhD in Operations Research	20 years experience teaching Operations at the College level.