

**Baruch College**

Academic University Report Detail

February/March 2022

**PART A: ACADEMIC MATTERS**

The following recommendations of the Curriculum Committee were approved at the Marxe School of Public and International Affairs Faculty Meeting on December 9, 2022. They will be effective for the Fall 2022 semester, pending approval of the Board of Trustees.

**Part A: Academic Matters**

**AIII: Changes in Degree Programs**

**AIII.1.1** The following revisions are proposed for the MEd in Higher Education Administration in the Marxe School of Public and International Affairs.

**Program Code:** 21853

**HEGIS Code:** 0827.00

**Effective:** Fall 2022

Course	Description	Crs	Course	Description	Crs
<b>Requirements for the MEd in Higher Education Administration program</b>			<b>Requirements for the MEd in Higher Education Administration program</b>		
Required Courses (24-24 credits)			Required Courses (24-27 credits)		
PAF 9120	Public and Nonprofit Management I	3	PAF 9120	Public and Nonprofit Management I	3
PAF 9308	Administrative Services in Colleges and Universities	3	PAF 9308	Administrative Services in Colleges and Universities	3
PAF 9317	Research for the Educational Administrator	3	PAF 9317	Research for the Educational Administrator	3
Or	Or		Or	Or	
<del>PAF 9170</del>	<del>Research and Analysis 1</del>		<u>PAF 9270</u>	<u>Data Collection and Description</u>	
PAF 9322*	Internship in Higher Education Administration*	3	PAF 9322*	Internship in Higher Education Administration*	3
PAF 9330	Introduction to Higher Education Administration	3	PAF 9330	Introduction to Higher Education Administration	3
PAF 9336	Student Affairs in Higher Education	3	PAF 9336	Student Affairs in Higher Education	3
PAF 9339	The Financing of Higher Education	3	PAF 9339	The Financing of Higher Education	3
PAF 9390	Capstone Seminar in Higher Education Administration	3	<u>PAF 9344</u>	<u>Diversity in Higher Education</u>	<u>3</u>
			PAF 9390	Capstone Seminar in Higher Education Administration	3
Elective Courses (15-credits; select five)			Elective Courses ( <u>12</u> credits; select <u>four</u> )		

PAF 9302	Organizational Behavior in Colleges and Universities	3	PAF 9302	Organizational Behavior in Colleges and Universities	3
PAF 9318	Educational Policy	3	PAF 9318	Educational Policy	3
PAF 9325	Institutional Research	3	PAF 9325	Institutional Research	3
PAF 9332	Information Systems in Higher Education	3	PAF 9332	Information Systems in Higher Education	3
PAF 9333	Curriculum and Instruction in Higher Education	3	PAF 9333	Curriculum and Instruction in Higher Education	3
PAF 9334	Collective Bargaining in Higher Education	3	PAF 9334	Collective Bargaining in Higher Education	3
PAF 9335	The Community College	3	PAF 9335	The Community College	3
PAF 9337	Issues in Urban Higher Education	3	PAF 9337	Issues in Urban Higher Education	3
PAF 9338	Higher Education, Politics, and Public Policy	3	PAF 9338	Higher Education, Politics, and Public Policy	3
PAF 9343	International Higher Education: Policies and Practices	3	PAF 9343	International Higher Education: Policies and Practices	3
<del>PAF 9344</del>	<del>Diversity in Higher Education</del>	<del>3</del>	PAF 9345	The Law of Higher Education	3
PAF 9345	The Law of Higher Education	3	PAF 9346	Student Development Theory and Practice	3
PAF 9346	Student Development Theory and Practice	3	PAF 9399	Selected Topics in Educational Administration	3
PAF 9399	Selected Topics in Educational Administration	3			
*The internship is required of candidates who have less than one year of experience in an administrative position in higher education.			*The internship is required of candidates who have less than one year of experience in an administrative position in higher education.		
Total credits required for the MEd in Higher Education Administration program		36-39	Total credits required for the MEd in Higher Education Administration program		36-39

Rationale: Attention to diversity in higher education is central to higher education administration; we have therefore made PAF 9344 a required course for the MEd in Higher Education Administration. PAF 9170 has been changed to PAF 9270.

**Section AV: Changes in Existing Courses**

**AV: 1.1 Change in Description in the MEd in Higher Education Administration in the Marxe School of Public and International Affairs.**

<b>CUNYFirst Course ID</b> PAF 9317			
<b>FROM</b>		<b>TO</b>	
Departments			
Course	Research for the Educational Administrator	Course	Research for the Educational Administrator
Prerequisite	Open only to MEd students	Prerequisite	Open only to MEd students
Hours	3	Hours	3
Credits	3	Credits	3
Description	This course examines the tools and strategies used in educational research. Students learn to be intelligent consumers of research studies. All stages of the research process are addressed: the determination of a problem amenable to research, appraisal of techniques aimed at solution, construction of a research proposal, obtaining and handling data, and evaluation of findings.	Description	This course examines the tools and strategies used in educational research. Students learn to be intelligent consumers of research studies. All stages of the research process are addressed: the determination of a problem amenable to research, appraisal of techniques aimed at solution, construction of a research proposal, obtaining and handling data, and evaluation of findings.  <u>Credit will not be awarded for both PAF 9270 and PAF 9317.</u>
Requirement Designation		Requirement Designation	
<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
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	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
<b>Effective Term</b>	Fall 2022		

Rationale: The content for PAF 9270 and PAF 9317 overlaps considerably.

The following recommendations of the committee on Undergraduate Curriculum were approved at the Zicklin School of Business Faculty Meeting on December 14, 2021 effective Spring 2023 semester pending approval of the Board of Trustees.

**PART A: ACADEMIC MATTERS**

**Section AIII: Changes in Degree Programs**

**AIII.1 The following revisions are proposed for the communication-intensive courses requirement for the BBA degree in the Zicklin School of Business, effective Spring 2023**

<b>FROM:</b>	<b>TO:</b>
<p><del><b>Communication-Intensive Courses for BBA Degree</b></del></p> <p>All candidates for the Bachelor of Business Administration degree must complete four communication-intensive courses (12–15 credits), including one in their major field of study.</p>	<p><u>No minimum number of communication-intensive courses required for the Bachelor of Business Administration degree.</u></p>

Rationale:

The current 4-course CIC graduation requirement for Zicklin students has, for several years, created a problem for second degree students and transfer students who completed the “College Option” at a previous CUNY College.

Pathways regulations mean that these students are waived from the Baruch “College Option,” which means that those students cannot be required to take the “Great Works of Literature” course (one of our CIC courses). For several years, the Dean's Office has allowed substitution of COM 1010 (“Speech Communication”) for “Great Works of Literature” to complete the 4-course CIC requirement for these two groups of students. ZSB wishes to remove the 4-course CIC requirement so that we no longer must grant these substitutions. BPL 5100 “Business Policy,” the major-capstone course, and BUS 2000 remain as CIC courses, and all BBA students will be taking COM 2020, a replacement for COM 1010. The proposed change does not reduce the communication work currently required of BBA students. Students are still required to take four Communication Intensive Courses because, as described herein, this coursework is embedded in the required curricula.

**AIII.2.1 The following revisions are proposed for the BBA in Computer Information Systems (Information Risk Management and Cybersecurity Track) in the Zicklin School of Business**

Program: BBA in Computer Information Systems (Information Risk Management and Cybersecurity Track)

Program Code: 21849

MHC Program Code: 60006

HEGIS Code: 0702.00

Effective: Spring 2023

<b>From:</b>	<b>BBA in Computer Information Systems (Information Risk Management and Cybersecurity Track)</b>		<b>To:</b>	<b>BBA in Computer Information Systems (Cybersecurity Track)</b>	
Course	Description	Crd	Course	Description	Crd

Required Courses		15	Required Courses		15
CIS 2300	Programming and Computational Thinking	3	CIS 2300	Programming and Computational Thinking	3
CIS 3400	Database Management Systems	3	CIS 3400	Database Management Systems	3
CIS 3500	Networks and Telecommunications I	3	CIS 3500	Computer Networking	3
CIS 3550	Cybersecurity	3	CIS 3550	Cybersecurity	3
CIS 4350	Information Technology Audit	3	CIS 4350	Information Technology Audit	3
<b>Elective Courses – 9 credits (At least 6 credits must be within department).</b>		<b>Crd</b>	<b>Elective Courses – 9 credits (At least 6 credits must be within department).</b>		<b>Crd</b>
CIS 3100	Object Oriented Programming I	3	CIS 3100	Object Oriented Programming I	3
CIS 3110	Object Oriented Programming with Java	3	CIS 3110	Object Oriented Programming with Java	3
CIS 3120	Programming for Analytics	3	CIS 3120	Programming for Analytics	3
CIS 3620	Financial Information Technologies	3	CIS 3620	Financial Information Technologies	3
CIS 3750	Social Media Technologies in Organizations	3	CIS 3750	Social Media Technologies in Organizations	3
CIS 3770	Usability, Privacy and Security	3	CIS 3770	Usability, Privacy and Security	3
CIS/STA 3920	Data Mining for Business Analytics	3	CIS/STA 3920	Data Mining for Business Analytics	3
CIS 4093	Special Topics (with permission)	3	CIS 4093	Special Topics (with permission)	3
CIS 4160	Web Applications Development	3	CIS 4160	Web Applications Development	3
CIS 4500	Advanced Computer Networking	3	CIS 4500	Advanced Computer Networking	3
CIS 4650	Ethical Hacking	3	CIS 4650	Ethical Hacking	3
CIS 4800	Systems Analysis and Design	3	CIS 4800	Systems Analysis and Design	3
LAW 3108	Law and the Internet	3	LAW 3108	Law and the Internet	3
LAW 3250	Financial Regulation of Emerging Technologies	3	LAW 3250	Financial Regulation of Emerging Technologies	3
LAW 3350	Corporate Compliance, Governance & Whistleblowing	3	LAW 3350	Corporate Compliance, Governance & Whistleblowing	3

Rationale: Information Risk Management is part of the overall management of cybersecurity and doesn't need special prominence in the track name.

**All.2.2**The following revisions are proposed for the **BBA in Computer Information Systems (Data Analytics Track)** in the **Zicklin School of Business**

Program: BBA in Computer Information Systems (Data Analytics Track)

Program Code: 21849

MHC Program Code: 60006

HEGIS Code: 0702.00

Effective: Spring 2023

<b>From:</b>	<b>BBA in Computer Information Systems (Data Analytics Track)</b>		<b>To:</b>	<b>BBA in Computer Information Systems (Data Analytics Track)</b>	
Course	Description	Crd	Course	Description	Crd
<b>Required Courses</b>		<b>15</b>	<b>Required Courses</b>		<b>15</b>

CIS 2300	Programming and Computational Thinking	3	CIS 2300	Programming and Computational Thinking	3
CIS 3120	Programming for Analytics	3	CIS 3120	Programming for Analytics	3
CIS 3400	Database Management	3	CIS 3400	Database Management	3
CIS/STA 3920	Data Mining for Business Analytics	3	CIS/STA 3920	Data Mining for Business Analytics	3
CIS 4400	Data Warehousing for Analytics	3	CIS 4400	Data Warehousing for Analytics	3
<b>Elective Courses</b>		<b>Crd</b>	<b>Elective Courses</b>		<b>Crd</b>
Choose three (3) courses of 3 credits each from the following, at least one of which <b>should</b> be a CIS course and one must be a STA course or an OPR course.		9	Choose three (3) courses of 3 credits each from the following, at least one of which <b>must</b> be a CIS course and one must be a STA course or an OPR course.		9
CIS 3100	Object-Oriented Programming I	3	CIS 3100	Object-Oriented Programming I	3
CIS 3150	Introduction to Semantic Technologies	3	CIS 3150	Introduction to Semantic Technologies	3
CIS 3710	Foundations of Business Analytics	3	CIS 3710	Foundations of Business Analytics	3
CIS 4120	Applied Natural Language Processing	3	CIS 4120	Applied Natural Language Processing	3
CIS 4130	Big Data Technologies	3	CIS 4130	Big Data Technologies	3
CIS/ <del>STA</del> 4170	Data Visualization	3	<b>CIS 4170</b>	Data Visualization	3
STA 3154	Business Statistics II	3	STA 3154	Business Statistics II	3
STA 4155	Regression and Forecasting Models for Business Applications	3	STA 4155	Regression and Forecasting Models for Business Applications	3
STA 4920	Advanced Data Mining	3	STA 4920	Advanced Data Mining	3
OPR 3300*	Quantitative Methods for Accounting	3	OPR 3300*	Quantitative Methods for Accounting	3
OPR 3450**	Quantitative Decision Making for Business I	3	OPR 3450**	Quantitative Decision Making for Business I	3
OPR 3451	Quantitative Decision Making for Business II	3	OPR 3451	Quantitative Decision Making for Business II	3
MKT 4123	Marketing Web Analytics and Intelligence	3	MKT 4123	Marketing Web Analytics and Intelligence	3
MKT 4561	Marketing Analytics	3	MKT 4561	Marketing Analytics	3
* Students may not receive credit for both OPR 3450 and OPR 3300.					
** Students receiving credit for MGT 3500 (Introduction to Management Science) will not receive credit for OPR 3450.					

**Rationale:** The cross-listing between CIS 4170 and STA 4170 is being removed. The elective courses requirement is being changed from “should” to “must” to clarify that it is not an option but a requirement that students take at least one CIS course.

**All.2.3 The following revisions are proposed for the minor in Data Analytics for business majors in the Zicklin School of Business, effective Spring 2023**

Course	Description	Crd	Course	Description	Crd
<b>Required Courses (6 Credits)</b>			<b>Required Courses (6 Credits)</b>		
CIS 2300	Programming and Computational Thinking	3	CIS 2300	Programming and Computational Thinking	3
CIS/STA 3920	Data Mining for Business Analytics	3	CIS/STA 3920	Data Mining for Business Analytics	3
<b>Elective Courses (3 Credits)</b>			<b>Elective Courses (3 Credits)</b>		
CIS 3120	Programming for Analytics	3	CIS 3120	Programming for Analytics	3
CIS 3400	Database Management I		CIS 3400	Database Management I	3
CIS 4120	Applied Natural Language Processing		CIS 4120	Applied Natural Language Processing	3

CIS 4130	Big Data Technologies	3	CIS 4130	Big Data Technologies	3
CIS/ <del>STA</del> 4170	Data Visualization	3	<b>CIS 4170</b>	Data Visualization	3
CIS 4400	Data Warehousing for Analytics	3	CIS 4400	Data Warehousing for Analytics	3
STA 3154	Business Statistics II	3	STA 3154	Business Statistics II	3
STA 4155	Regression and Forecasting Models for Business Applications	3	STA 4155	Regression and Forecasting Models for Business Applications	3
MKT 4123	Marketing Web Analytics and Intelligence	3	MKT 4123	Marketing Web Analytics and Intelligence	3
MKT 4561	Marketing Analytics	3	MKT 4561	Marketing Analytics	3
MGT 3500*	Management Science	3	MGT 3500*	Management Science	3
OPR 3450*	Quantitative Decision Making for Business I	3	OPR 3450*	Quantitative Decision Making for Business I	3

\* Students receiving credit for MGT 3500 will not receive credit for OPR 3450.

Rationale: The cross-listing between CIS 4170 and STA 4170 is being removed.

**All.3.1 The following revisions are proposed for the BBA in Marketing Management, Digital Marketing Track in the Zicklin School of Business**

Program: BBA in Marketing Management, Digital Marketing Track

Program Code: 01927

MHC Program Code: 60018

HEGIS Code: 0509.00

Effective: Fall 2023

<b>From:</b>	<b>BBA in Marketing Management, Digital Marketing track</b>		<b>To:</b>	<b>BBA in Marketing Management, Digital Marketing track</b>	
Course	Description	Crd	Course	Description	Crd
<b>Required Courses</b>		<b>18</b>	<b>Required Courses</b>		<b>18</b>
MKT 3600	Marketing Information for Decision Making	3	MKT 3600	Marketing Information for Decision Making	3
MKT 3605	Consumer Behavior	3	MKT 3605	Consumer Behavior	3
MKT 3620	Digital Transformation of Marketing	3	MKT 3620	Digital Transformation of Marketing	3
MKT 4123	Marketing Web Analytics and Intelligence	3	MKT 4555	Advanced Digital Marketing	3
MKT 4555	Internet Marketing	3	MKT 4966	Social Media Marketing	3
MKT 5750	Marketing Strategy	3	MKT 5750	Marketing Strategy	3
<b>Elective Courses Digital Marketing electives</b>		<b>Crd</b>	<b>Elective Courses Digital Marketing Electives</b>		<b>Crd</b>
<b>Choose two courses (6 credits) from the following, one of which must be a marketing (MKT) or international business (IBS) course.</b>		<b>6</b>	<b>Choose two courses (6 credits) from the following:</b>		<b>6</b>
MKT 4120	Media Planning	3	MKT 4120	Media Planning	3
MKT 4171	Public Relations	3	MKT 4123	Marketing Web Analytics and Intelligence	3
MKT 4460	International Supply Chain Management	3	MKT 4171	Public Relations	3
MKT 4557	Digital Advertising	3	MKT 4460	International Supply Chain Management	3



MKT 4561	Marketing Analytics	3	MKT 4557	Digital Advertising	3
MKT 4593*	Special Topics in Digital Marketing	3	MKT 4561	Marketing Analytics	3
MKT 4620	Text Analytics for Marketing	3	MKT 4593*	Special Topics in Digital Marketing	3
MKT 4630	Marketing Analytics with Big Data	3	MKT 4620	Text Analytics for Marketing	3
MKT 4966	Social Media Marketing and New Ventures	3	MKT 4630	Marketing Analytics with Big Data	3
MKT 5200	Marketing Consulting Practicum	3	MKT 5200	Marketing Consulting Practicum	3
IBS 3000	Technology, Innovation, and the Global Enterprise	3	IBS 3000	Technology, Innovation, and the Global Enterprise	3
<del>CIS 3444</del>	<del>e-Business Technologies</del>	<del>3</del>			
<del>LAW 3108</del>	<del>Law and the Internet</del>	<del>3</del>			
<del>MGT 4967</del>	<del>Technology, Innovation and Design in Entrepreneurship</del>	<del>3</del>			
*May be taken more than once if a different topic is dealt with. Topics are announced in Schedule of Classes.					

Rationale: This change to the Digital Marketing track calls for replacing MKT 4123 with MKT 4966 as a required course in the Digital Marketing track. MKT 4123 will be included as an elective course.

In today's marketplace, a good understanding of social media marketing is a critical skill that is required of all digital marketers. Consequently, social media marketing is rated amongst the top five skills that marketers should possess according to several business press articles.

The department is now offering a revamped social media marketing course (MKT 4966) with content that is current, relevant, and adaptable to prevailing times. Moreover, this new course covers topics relating to social media marketing metrics and includes web analytics. Therefore, we propose to include this course as a required course in the digital marketing (DM) track. However, since we do not want to increase the number of required courses in the DM track (to also let students have enough credits for electives), we propose to move MKT 4123 (Marketing Web Analytics and Intelligence) to the elective list. We believe that this will not impede the students learning outcomes since many of the basic/required topics currently covered in MKT 4123 (Marketing Web Analytics and Intelligence) will be covered in MKT 4966 (Social Media Marketing) and MKT 4555 (Advanced Digital Marketing). Additionally, students who wish to further their understanding of web analytics can still take the MKT 4123 class as an elective.

We are eliminating certain elective courses (CIS 3444, LAW 3108, and MGT 4967) because they no longer are consistent with the objectives of this track or are redundant with existing courses. Moreover, these courses are not offered every semester, which causes scheduling problems for students.

We have renamed MKT 4555 as Advanced Digital Marketing because the department is now offering MKT 3620 (Digital Transformations in Marketing) as a required course as part of the Marketing degree. MKT 4555 has been revamped, therefore, to focus on more advanced topics, and hence the name change.

**All.3.2The following revisions are proposed for the BBA in Marketing Management, General Marketing track in the Zicklin School of Business**

Program: BBA in Marketing Management, General Marketing track

Program Code: 01927

MHC Program Code: 60018

HEGIS Code: 0509.00

Effective: Fall 2023

<b>From:</b>	<b>BBA in Marketing Management, General Marketing track</b>		<b>To:</b>	<b>BBA in Marketing Management, General Marketing track</b>	
Course	Description	Crd	Course	Description	Crd
<b>Required Courses</b>		<b>15</b>	<b>Required Courses</b>		<b>15</b>
MKT 3400	International Business Principles	3	MKT 3400	International Business Principles	3
MKT 3600	Marketing Information for Decision Making	3	MKT 3600	Marketing Information for Decision Making	3
MKT 3605	Consumer Behavior	3	MKT 3605	Consumer Behavior	3
MKT 3620	Digital Transformation of Marketing	3	MKT 3620	Digital Transformation of Marketing	3
MKT 5750	Marketing Strategy	3	MKT 5750	Marketing Strategy	3
<b>Elective Courses</b>		<b>Crd</b>	<b>Elective Courses</b>		<b>Crd</b>
<b>Choose three (3) courses (9 credits) from the following.*</b>		<b>9</b>	<b>Choose three (3) courses (9 credits) from the following.*</b>		<b>9</b>
MKT 3140	Interaction Design: Designing Innovative Digital Products and Services	3	MKT 3140	Interaction Design: Designing Innovative Digital Products and Services	3
MKT 3420	Persuasion and Customer Decision Making	3	MKT 3420	Persuasion and Customer Decision Making	3
MKT 3520	Advertising and Marketing Communications	3	MKT 3520	Advertising and Marketing Communications	3
MKT 4093**	Selected Topics in Marketing	3	MKT 4093**	Selected Topics in Marketing	3
MKT 4120	Media Planning	3	MKT 4120	Media Planning	3
MKT 4123	Marketing Web Analytics and Intelligence	3	MKT 4123	Marketing Web Analytics and Intelligence	3
MKT 4131	Advertising Creative Strategy and Tactics	3	MKT 4131	Advertising Creative Strategy and Tactics	3
MKT 4151	Direct and Interactive Marketing	3	MKT 4151	Direct and Interactive Marketing	3
MKT 4160	Advertising Account Management	3	MKT 4160	Advertising Account Management	3
MKT 4171	Public Relations	3	MKT 4171	Public Relations	3
MKT 4401	International Trade Financing	3	MKT 4401	International Trade Financing	3
MKT 4410	International Trade Operations	3	MKT 4410	International Trade Operations	3
MKT 4420	International Marketing	3	MKT 4420	International Marketing	3
MKT 4460	International Supply Chain Management	3	MKT 4460	International Supply Chain Management	3
MKT 4493**	Special Topics in Advertising and Marketing Communications	3	MKT 4493**	Special Topics in Advertising and Marketing Communications	3
MKT 4511	Marketing Channels	3	MKT 4511	Marketing Channels	3
MKT 4540	Branding	3	MKT 4540	Branding	3
MKT 4555	Internet Marketing	3	MKT 4555	Advanced Digital Marketing	3

MKT 4557	Digital Advertising	3	MKT 4557	Digital Advertising	3
MKT 4560	Entertainment Marketing	3	MKT 4560	Entertainment Marketing	3
MKT 4561	Marketing Analytics	3	MKT 4561	Marketing Analytics	3
MKT 4593**	Special Topics in Digital Marketing	3	MKT 4593**	Special Topics in Digital Marketing	3
MKT 4620	Text Analytics for Marketing	3	MKT 4620	Text Analytics for Marketing	3
MKT 4630	Marketing Analytics with Big Data	3	MKT 4630	Marketing Analytics with Big Data	3
MKT 4693**	Special Topics in Marketing Analytics	3	MKT 4693**	Special Topics in Marketing Analytics	3
MKT 4876	Advertising Account Planning	3	MKT 4876	Advertising Account Planning	3
MKT 4910	Selling and Sales Management	3	MKT 4910	Selling and Sales Management	3
MKT 4911	Communication Skills for Selling and Marketing	3	MKT 4911	Communication Skills for Selling and Marketing	3
MKT 4912	Retailing I: Retail Marketing	3	MKT 4912	Retailing I: Retail Marketing	3
MKT 4913	Retailing II: Retailing Management and Merchandising	3	MKT 4913	Retailing II: Retailing Management and Merchandising	3
MKT 4966	<del>Social Media Marketing and New Ventures</del>	3	MKT 4966	Social Media Marketing	3
MKT 5000	Independent Study	3	MKT 5000	Independent Study	3
MKT 5150	Advertising Campaigns I: Ad Competition	3	MKT 5150	Advertising Campaigns I: Ad Competition	3
MKT 5151	Advertising Campaigns II: Ad Competition	3	MKT 5151	Advertising Campaigns II: Ad Competition	3
MKT 5200	Marketing Consulting Practicum	3	MKT 5200	Marketing Consulting Practicum	3
MKT 5550	Product Planning	3	MKT 5550	Product Planning	3
IBS 3000***	Technology, Innovation, and the Global Enterprise	3	IBS 3000***	Technology, Innovation, and the Global Enterprise	3
ECO 3250***	International Economics	3	ECO 3250***	International Economics	3
LAW 3111***	Law and International Business	3	LAW 3111***	Law and International Business	3
MGT 4880***	Management of Multinational Corporations	3	MGT 4880***	Management of Multinational Corporations	3
<p>* MKT 5100 (Internship) may be taken as an additional course as a free elective, but it cannot be taken to satisfy the requirements for the track.  ** May be taken more than once if a different topic is dealt with. Topics are announced in Schedule of Classes.  *** Students may take up to one non-marketing course as part of their track.</p>					

**Rationale:** The title of MKT 4555 has been changed to Advanced Digital Marketing to reflect the revised focus of the course on covering more advanced topics related to digital marketing. This is necessitated because a new course MKT 3620 (Digital Transformations in Marketing) is now a required course in the BBA in Marketing track. Therefore, the current digital marketing course has been revamped and the name changed to reflect the revamped course.

The title of MKT 4966 has been changed to Social Media Marketing. This is because in today's world social media marketing is necessary for companies of all sizes including large multi-nationals, big domestic companies, small local companies and start-ups including new ventures. Social media marketing has become an integral part of advertising and communication strategies employed by all companies. Hence, the change in course title.

**All.3.3 The following revisions are proposed for the BBA in Marketing Management, Marketing Analytics track in the Zicklin School of Business**

Program: BBA in Marketing Management, Marketing Analytics track

Program Code: 01927

MHC Program Code: 60018

HEGIS Code: 0509.00

Effective: Fall 2023

<b>From:</b>			<b>To:</b>		
<b>BBA in Marketing Management, Marketing Analytics track</b>			<b>BBA in Marketing Management, Marketing Analytics track</b>		
Course	Description	Crd	Course	Description	Crd
<b>Required Courses</b>		<b>15</b>	<b>Required Courses</b>		<b>15</b>
MKT 3600	Marketing Information for Decision Making	3	MKT 3600	Marketing Information for Decision Making	3
MKT 3605	Consumer Behavior	3	MKT 3605	Consumer Behavior	3
MKT 3620	Digital Transformation of Marketing	3	MKT 3620	Digital Transformation of Marketing	3
MKT 4561	Marketing Analytics	3	MKT 4561	Marketing Analytics	3
MKT 5750	Marketing Strategy	3	MKT 5750	Marketing Strategy	3
<b>Elective Courses</b>		<b>9</b>	<b>Elective Courses.</b>		<b>9</b>
<b>Choose three (3) courses of (3) three credits each from the following, two of which must be marketing (MKT) courses:</b>			<b>Choose three (3) courses of (3) three credits each from the following, two of which must be marketing (MKT) courses:</b>		
MKT 4120	Media Planning	3	MKT 4120	Media Planning	3
MKT 4123	Marketing Web Analytics and Intelligence	3	MKT 4123	Marketing Web Analytics and Intelligence	3
MKT 4555	<del>Internet Marketing</del>	3	MKT 4555	<u>Advanced Digital Marketing</u>	3
MKT 4620	Text Analytics for Marketing	3	MKT 4620	Text Analytics for Marketing	3
MKT 4630	Marketing Analytics with Big Data	3	MKT 4630	Marketing Analytics with Big Data	3
MKT 4693*	Special Topics in Marketing Analytics	3	MKT 4693*	Special Topics in Marketing Analytics	3
MKT 5000	Independent Study	3	MKT 5000	Independent Study	3
CIS 3710	Foundations of Business Analytics	3	CIS 3710	Foundations of Business Analytics	3
CIS 3920/ STA 3920	Data Mining for Business Analytics	3	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 title of MKT 4555 has been changed to Advanced Digital Marketing to reflect the revised focus of the course on covering more advanced topics related to digital marketing. This is necessitated because a new course MKT 3620 (Digital Transformations in Marketing) is now a required course in the BBA in Marketing track. Therefore, the current digital marketing course has been revamped and the name changed to reflect the revamped course.

## AV: Changes in Existing Courses

### AV.1.1 Changes to course prerequisite to be offered in the Paul H. Chook Department of Information Systems & Statistics

<b>CUNYFirst Course ID</b> 130262			
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Paul H. Chook Department of Information Systems & Statistics		Paul H. Chook Department of Information Systems & Statistics
<b>Course</b>	CIS 3120 Programming for Analytics	<b>Course</b>	CIS 3120 Programming for Analytics
<b>Pre-requisite</b>	CIS 2300 or equivalent, <del>No ZICK or ZKTP code required</del>	<b>Pre-requisite</b>	CIS 2300 <u>or MTH 3300</u>
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	This course introduces the aspects of programming that can support business analytics. The course covers hands-on issues in programming for analytics which include accessing data, creating informative data graphics, writing functions, debugging, and organizing and commenting code.	<b>Description</b>	This course introduces the aspects of programming that can support business analytics. The course covers hands-on issues in programming for analytics which include accessing data, creating informative data graphics, writing functions, debugging, and organizing and commenting code.
<b>Requirement Designation</b>	Business	<b>Requirement Designation</b>	Business
<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	<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>	Spring 2023		

**Rationale:** Currently, students who take MTH 3300, which is equivalent to CIS 2300, are given manual permission to register for CIS 3120. This causes delay for student registration and increases manual workflow for everyone involved. By changing the prerequisite to formally include MTH 3300, we are hoping to make this process as seamless as possible. “No ZICK or ZKTP code required” is being removed because by definition it is not required if not included in the prerequisite.

## AV.1.2 Changes to course prerequisite to be offered in the Paul H. Chook Department of Information Systems & Statistics

<b>CUNYFirst Course ID</b> 109074			
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Paul H. Chook Department of Information Systems & Statistics		Paul H. Chook Department of Information Systems & Statistics
<b>Course</b>	CIS 3110 Object-Oriented Programming with Java	<b>Course</b>	CIS 3110 Object-Oriented Programming with Java
<b>Pre-requisite</b>	CIS 2300 <del>or equivalent, No ZICK or ZKTP code required</del>	<b>Pre-requisite</b>	CIS 2300 <u>or MTH 3300</u>
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	This is the second course in a two-course sequence in object-oriented programming. This course covers advanced programming constructs needed to implement object hierarchies. Topics include classes, objects, inheritance, polymorphism, searching, sorting, data structures, file, streams, and exception handling. Students will be required to write several programs using these concepts.	<b>Description</b>	This is the second course in a two-course sequence in object-oriented programming. This course covers advanced programming constructs needed to implement object hierarchies. Topics include classes, objects, inheritance, polymorphism, searching, sorting, data structures, file, streams, and exception handling. Students will be required to write several programs using these concepts.
<b>Requirement Designation</b>	Business	<b>Requirement Designation</b>	Business
<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	<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>	Spring 2023		

**Rationale:** Currently, students who take MTH 3300, which is equivalent to CIS 2300, are given manual permission to register for CIS 3110. This causes delay for student registration and increases manual workflow for everyone involved. By changing the prerequisite to formally include MTH 3300, we are hoping to make this process as seamless as possible. "No ZICK or ZKTP code required" is being removed because by definition it is not required if not included in the prerequisite.

### AV.1.3 Changes to course prerequisite to be offered in the Paul H. Chook Department of Information Systems & Statistics

CUNYFirst Course ID 090595			
FROM		TO	
<b>Departments</b>	Paul H. Chook Department of Information Systems & Statistics		Paul H. Chook Department of Information Systems & Statistics
<b>Course</b>	CIS 3100 Object Oriented Programming	<b>Course</b>	CIS 3100 Object Oriented Programming
<b>Pre-requisite</b>	CIS 2300 <del>or equivalent, No ZICK or ZKTP code required</del>	<b>Pre-requisite</b>	CIS 2300 <u>or MTH 3300</u>
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	<p>This course emphasizes an object-oriented approach to solving computer programming problems. Using these techniques leads to shorter system development life cycles, increased programmer productivity, code reusability, and reduced system maintenance costs. This course provides a thorough, practical knowledge of object-oriented programming methods. Students learn the principles underlying programming using a language such as C++.</p> <p>Note: Students cannot get credit for both CIS 3100 and MTH 4300. CIS majors will be required to take an additional CIS course if receiving credit for MTH 4300 to satisfy 24 credit requirement for the CIS major.</p>	<b>Description</b>	<p>This course emphasizes an object-oriented approach to solving computer programming problems. Using these techniques leads to shorter system development life cycles, increased programmer productivity, code reusability, and reduced system maintenance costs. This course provides a thorough, practical knowledge of object-oriented programming methods. Students learn the principles underlying programming using a language such as C++.</p> <p>Note: Students cannot get credit for both CIS 3100 and MTH 4300. CIS majors will be required to take an additional CIS course if receiving credit for MTH 4300 to satisfy 24 credit requirement for the CIS major.</p>
<b>Requirement Designation</b>	Business	<b>Requirement Designation</b>	Business
<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	<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>	Spring 2023		

Rationale: Currently, students who take MTH 3300, which is equivalent to CIS 2300, are given manual permission to register for CIS 3100. This causes delay for student registration and increases manual workflow for everyone involved. By changing the prerequisite to formally include MTH 3300, we are hoping to make this process as seamless as possible. “No ZICK or ZKTP code required” is being removed because by definition it is not required if not included in the prerequisite.

**AV.1.4 Changes to course cross-listing to be offered in the Paul H. Chook Department of Information Systems and Statistics**

<b>CUNYFirst Course ID</b> 130266 / 130267			
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Paul H. Chook Department of Information Systems and Statistics		
<b>Course</b>	CIS/ <del>STA</del> 4170 - Data Visualization	<b>Course</b>	CIS 4170 - Data Visualization
<b>Pre-requisite</b>	CIS 3120	<b>Pre-requisite</b>	CIS 3120
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	This course examines how to transform data into visual representations so that decision makers can effectively use interactive visualization for analytical reasoning. Topics covered in this course include 1) analytical reasoning techniques, 2) visual representations and interaction techniques, 3) data representation and transformation, and 4) techniques to support production, presentation and dissemination of the results. This course will blend various theoretical and applied technical concepts of visual analytics.	<b>Description</b>	This course examines how to transform data into visual representations so that decision makers can effectively use interactive visualization for analytical reasoning. Topics covered in this course include 1) analytical reasoning techniques, 2) visual representations and interaction techniques, 3) data representation and transformation, and 4) techniques to support production, presentation and dissemination of the results. This course will blend various theoretical and applied technical concepts of visual analytics.
<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 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	<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



	___ Individual and Society ___ Scientific World		___ Individual and Society ___ Scientific World
<b>Effective Term</b>	Spring 2023		

Rationale: While the course covers some statistical visualizations, they are a small component of the course. Hence, we would like to stop cross listing it as a STA 4170 course. This will also send a clear signal to the students about which courses meet the statistics requirement for our data analytics track. The course will continue to remain available in various tracks as is the case currently.

### AV.2.1 Changes to course title, prerequisites, and description to be offered in the Allen G. Aaronson Marketing and International Business Department

<b>CUNYFirst Course ID</b> 092900			
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Allen G. Aaronson Department of Marketing and International Business		
<b>Course</b>	MKT 4555 <del>Internet Marketing</del>	<b>Course</b>	MKT 4555 <u>Advanced Digital Marketing</u>
<b>Pre or co requisite</b>	Prerequisite: MKT 3000 and <del>{((ZICK or ZKTP Student Group) and (have ZK4L or ZK4P student group: BBA majors must have completed courses listed here, <a href="https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria">https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria</a>)) OR (MSC-BA Plan AND MSCMGT-BA Sub Plan with 45 credits OR NBTBIN-MIN Plan OR NBMKT-MIN Plan with BUS 1000 OR 1001 or 1011 or 2000)}</del>	<b>Pre or co requisite</b>	Pre-requisite: (MKT 3000 and <u>Pre-/Co-requisite: MKT 3620</u> )  <u>And</u>  [ <u>((ZICK or ZKTP Student Group) and (have ZK4L or ZK4P student group: <a href="https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria">https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria</a>)</u> )  or (MSC-BA Plan AND MSCMGT-BA Sub Plan with 45 credits)  or (NBTBIN-MIN Plan or NBMKT-MIN Plan with BUS 1000 or 1001 or 1011 or 2000)]
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	<del>This course is designed to enable students to analyze and develop sophisticated interactive marketing programs. The two major objectives of this course are to introduce students to current marketing and advertising theory and practices on the Internet and to give students the opportunity to apply this knowledge by developing an interactive marketing program. Particular attention will be given to examining</del>	<b>Description</b>	<u>This course provides students with an in-depth understanding of using digital techniques for developing and executing marketing strategies. Students learn methods employed by professionals when developing digital marketing strategies, and the class gives students hands-on experience using relevant technologies to create and implement these strategies. After successfully completing the course, students will</u>

	<del>Internet marketing models, understanding consumer online behavior, designing effective online content, and implementing an interactive marketing campaign. It is not necessary to know HTML, nor will it be taught in this course.</del>		<u>be able to formulate methods for executing marketing in a digital world, the steps/processes guiding the development of digital strategies and know how to employ these strategies on digital platforms.</u>
<b>Requirement Designation</b>	Business	<b>Requirement Designation</b>	Business
<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	<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 2023		

Rationale: The Department recently made changes to the BBA in Marketing degree program. Specifically, a new course MKT 3620 (Digital Transformations of Marketing) was added as a required course. MKT 3620 will cover the fundamental issues in digital marketing. Consequently, the course MKT 4555 is being updated to cover more advanced topics. The redesigned course will take a more hands-on approach to developing and executing digital strategies. As a result, the course title, prerequisite, description and curriculum are being changed to reflect these developments.

#### **AV.2.2 Changes to course title, pre-requisites, and description to be offered in the Allen G. Aaronson Marketing and International Business Department**

<b>CUNYFirst Course ID 109073</b>			
<b>FROM</b>		<b>TO</b>	
<b>Departments</b>	Allen G. Aaronson Department of Marketing and International Business		
<b>Course</b>	MKT 4966 <del>Social Media Marketing and New Ventures</del>	<b>Course</b>	MKT 4966 <u>Social Media Marketing</u>

<b>Pre or co requisite</b>	Pre-requisite: MKT 3000 and <del>Pre-Co-requisite: MKT 4555 or MKT 3520</del> and (ZICK OR ZKTP Student Group) and (have ZK4L or ZK4P student group: BBA majors must have completed courses listed here, <a href="https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria">https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria</a> ).	<b>Pre or co requisite</b>	Pre-requisite: MKT 3000 and <u>Pre/Corequisite: MKT 3620</u> and (ZICK or ZKTP Student Group) and (have ZK4L or ZK4P student group: <a href="https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria">https://zicklin.baruch.cuny.edu/4000-and-above-bus-course-enroll-criteria</a> ).
<b>Hours</b>	3	<b>Hours</b>	3
<b>Credits</b>	3	<b>Credits</b>	3
<b>Description</b>	<del>The objective of this course is to provide students with the requisite skills to understand and be able to identify business creation and marketing opportunities associated with the emerging social media. Similar to the real world business development process, this course is an eclectic combination of a variety of academic disciplines, including small business studies, entrepreneurship, marketing, finance, computer information systems and political science. Specifically, the course is designed to have students understand the emerging social media "ecosystem" and how the social media phenomenon relates to business. Students will be able to define how social networking transforms their personal and professional relationships and ultimately answer the question: So what can this social media stuff do for me? To answer this question, students will learn the basic working of a business plan and be able to apply it to a social media new venture opportunity.</del>	<b>Description</b>	<u>The class will expose students to social media marketing and enable students to develop relevant social media marketing strategies for a wide array of industries and company sizes. The course will also focus on the most effective techniques for identifying targeted marketing strategies on social media, with an emphasis on the creation of techniques that represent the critical online and offline market segments of a company. Students will learn to monitor, evaluate, and tune the implementation of social media marketing initiatives. The course teaches the relevant quantitative and qualitative social media measurement techniques and methods, along with various ways to estimate an organization's return on investment, with respect to their social media marketing activities. The course requires students to execute projects that social media professionals typically engage in, and students acquire experience in the field of social media marketing.</u>
<b>Requirement Designation</b>	Business	<b>Requirement Designation</b>	Business
<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"/> X 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	<b>Course Applicability</b>	<input checked="" type="checkbox"/> X 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"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World
<b>Effective Term</b>	Fall 2023		

**Rationale:** MKT 3520, the basic Advertising & Marketing Communication course in which students gain a general understanding of advertising and marketing communications, has been modified recently with a changed focus that emphasizes branding communications and positioning. Given its changed focus, MKT 3520 no longer covers topics that serve as relevant background material for MKT 4966, so it should no longer serve as a prerequisite for MKT 4966. In addition, relevant background material required for MKT 4966 is more than adequately covered in MKT 3000 (Foundations in Marketing) and MKT 3620 (Digital Transformations in Marketing).

MKT 3620 (Digital Transformations in Marketing), a required course for the BBA in Marketing degree track, offers the requisite background relating to digital marketing. Therefore, MKT 3620 is added as a pre- or corequisite for MKT 4966 instead of MKT 4555.

As for the name of the course, social media marketing has become an integral part of advertising and communication strategies employed by all companies. Today, social media marketing is necessary for companies of all sizes including large multi-nationals, big domestic companies, small local companies, and start-ups (including new ventures). This up-dated course provides a wider outlook, requiring the change in course title and course description.

### Section AVI: Courses Withdrawn

**Courses Withdrawn (Paul H. Chook Department of Information Systems and Statistics), effective Spring 2023**

#### AVI.1 STA 4170 Data Visualization

**Rationale:** After removing the cross listing of STA 4170 with CIS 4170, we do not plan on offering this course separately, so we are withdrawing it. Transfer credit will no longer be offered. Students will receive business elective credit instead.

### Section AIV: New Courses AIV.1

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	The Paul H. Chook Department of Computer Information Systems and Statistics
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Information Systems
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9320
<b>Course Title</b>	Information Technology Strategy for Executives

<b>Catalogue Description</b>	Students are introduced to the concepts of developing and implementing an information technology (IT) strategy. An overview of current technologies is provided, along with a real-world focus on the challenges related to the adoption and use of IT as part of a successful business strategy. We also consider the role of IT, people, and processes in the definition of an organization's information system (IS), and how the IS can be designed and managed to facilitate competitive advantage and organizational change. We address a variety of current and emerging issues, including ethical and legal concerns, as well as global opportunities and challenges related to IT
<b>Pre/ Co Requisites</b>	Open only to Executive Programs students.
<b>Credits</b>	3
<b>Contact Hours</b>	3
<b>Liberal Arts</b>	[ ] Yes [X] No
<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"/> Gen Ed - Flexible <input type="checkbox"/> Gen Ed - College Option <input type="checkbox"/> English Composition World Cultures <input type="checkbox"/> Mathematics <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course is taught in two executive degree programs: the Executive MBA (EMBA) and the Executive MS in Information Systems (EMS IS) programs. As such this course has been specialized to the needs of executives. On average, executive program students have more years of business experience and at higher levels than is typical of most other graduate students. As a result, they have more to bring to the classroom and share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this sense, this course in the functional discipline of information systems has been shaped and adapted accordingly. It focuses on what users need to know about information technology in practical terms, as well as what they need to know about information systems in a broader, holistic sense. Critical is an understanding of the role of IS in business strategy with a comprehensive perspective on the organization's needs to operate in full awareness of legal, environmental, and diversity challenges facing modern businesses.

We expect that this subject will continue to be of foundational interest in MBA and MS programs for many years and will continue to be offered in our executive MBA and MS programs. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

These changes have been approved by the Curriculum Committee of the Paul H. Chook Department of Information Systems and Statistics on Apr. 20, 2021, and by the Executive Committee of Executive Degree Programs on Apr. 12, 2021. Last Change: April 20, 2021

**AIV.2.1**

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Management and Strategy
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9617
<b>Course Title</b>	Strategy and Competitive Advantage in Healthcare
<b>Catalogue Description</b>	This course examines how organizations can gain advantage against competitors in the complex and dynamic global healthcare marketplace. Core business strategy themes include how to analyze the business environment, assess resources and capabilities, and choose competitive strategies for healthcare organizations. The course also considers how they can create corporate value through configuring and coordinating multi-business activities. Core corporate strategy themes include how to analyze scale and scope, evaluate corporate competencies, manage the multi-business corporation, assess global strategies, and select corporate strategies for healthcare organizations.
<b>Pre-Requisites</b>	Open only to Executive Programs students.
<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 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 <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course is taught in the Executive MBA in Healthcare Administration (EMBA HCA) program as MGT 9600 Strategy and Competitive Advantage. As such it has been specialized to the needs of executive students in the healthcare program in two ways. Its cases and content are oriented specifically to that industry, and its executive students have more extensive business experience and generally at higher levels than is generally characteristic of most graduate students. These students draw more heavily on their prior experiences and

share their knowledge and insights with their classmates, providing a rich learning environment not possible otherwise.

We expect that this subject will continue to be of foundational interest in the EMBA HCA program for many years and will continue to be offered in this program. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

These changes have been approved by the Executive Committee of Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

### Courses AIV.2.2

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Operations
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9620
<b>Course Title</b>	Operations Management and Analysis
<b>Catalogue Description</b>	This course provides executive students with a fundamental understanding of manufacturing and service operations and their roles in shaping a company's business strategy. Managing the underlying processes by which firms create and deliver value is at the heart of the operations function in every line of business. The efficacy of these processes provides a crucial source of competitive advantage. This course focuses on how to do this well. The course uses the case- method with cases drawn from a broad array of industries, including financial services, government, healthcare, hospitality, professional services, restaurants, retail, and transportation.
<b>Pre-Requisites</b>	Prerequisites: Open only to Executive Programs students.
<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 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 <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
	<b>Effective Term</b> <b>Spring 2022</b>

**Rationale.** This course is taught in the Executive MBA (EMBA) program as OPM 9700 Managing Business Operations. As such, it has been specialized to the needs of students in this executive program. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty.

We expect that this subject will continue to be of foundational interest in MBA programs for many years and will continue to be offered in each of our executive MBA programs. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal has been approved by the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

### Courses AIV.2.3

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Operations
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9622
<b>Course Title</b>	Operations Management and Analysis in Healthcare
<b>Catalogue Description</b>	This course focuses on “what managers need-to-know” about running a firm’s operations. The operations function centers on the design, measurement, management, and improvement of work. Executive students will learn the ways that work should be designed and managed— through <i>processes</i> that make or serve products and services every day, and <i>projects</i> that involve teams coalescing around deadlines, defined tasks, and



	deliverables. The flow of work is naturally unbalanced due to a mismatch between the supply of resources and labor and the uncertain demand for goods and services. Students will learn that at its core, the field of operations is also the matching of supply with demand through choices, decisions, and actions across the supply chain. Theory is grounded in practice with real examples drawn from managing business operations in healthcare as well as other industries. The links among operations and other functions—most notably design and innovation, global awareness, finance, accounting, and marketing—is stressed generally with particular emphasis on how operations impact company financials.
<b>Pre-Requisites</b>	Prerequisite: Open only to Executive Programs students.
<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 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 <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course is taught in the Executive MBA in Healthcare Administration (EMBA HCA) program as MGT 9700 Managing Business Operations but has been specialized to the needs of students in the executive programs. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty.

We expect that this course will continue to be offered in the Executive MBA in Healthcare Administration program in the future. For these reasons, we propose the creation of this new course.

As one of the courses offered in the Executive degree programs, we also propose assigning the ZEP prefix to the new course. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal has been approved by Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

**Courses AIV.2.4**

<b>CUNYfirst Course</b>	-
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	The healthcare system in the US
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9623
<b>Course Title</b>	The US Healthcare System: Law, Politics, and Policy
<b>Catalogue Description</b>	This course examines the US healthcare system through the lens of law, politics, and policy. Executive students examine the relationships among the healthcare system, the making of policy, and the state of our health and society. They take a multidisciplinary approach that employs sociological, political, and economic perspectives on health and disease, the healthcare system, regulatory and legislative processes, and policy development. Students explore the challenges of meeting the varied and often conflicting needs of different stakeholders. The ultimate goal of this course is to strengthen students' understanding of fundamental ideas, issues, and problems involved with the making of healthcare policy.
<b>Pre-Requisites</b>	Prerequisites: Open only to Executive Programs students.
<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 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 <input type="checkbox"/> Science Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course is taught in the Executive MBA in Healthcare Administration (EMBA HCA) program as BUS 9100 Business and Society. As such, it has been specialized to the needs of students in this program. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty.

In this course, students learn how and why the US healthcare system evolved as it has and how change is brought about. There is special emphasis on the roles, risks, and opportunities in federal healthcare policies, which provides students with critical information needed to understand future developments in this complex, unique industry.

We expect that this subject will continue to be of foundational interest in MBA programs for many years and will continue to be offered in each of our executive MBA programs. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal has been approved by the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

### Courses AIV.2.5

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	The healthcare system in the US
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9640
<b>Course Title</b>	Healthcare Analytics and Quality
<b>Catalogue Description</b>	This course introduces data analytics tools and their application in a healthcare context, with an emphasis on quality and performance improvement projects. Students will use statistical tools to analyze medical data sets to transform numbers, patterns, and trends into information suitable for decision making. Students will apply managerial frameworks such as PDSA, Lean, or Six Sigma to manage quality and performance improvement in health outcomes.
<b>Pre-Requisites</b>	Prerequisites: Open only to Executive Programs students and STA 9708
<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 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

	<input type="checkbox"/> Science Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail
<b>Effective Term</b>	<b>Fall 2022</b>

**Rationale:** This course is currently taught in the Executive MBA in Healthcare Administration (EMBA HCA) program as OPM ????. As such, it has been specialized to the needs of students in this program. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty.

We expect that this course will continue to be of critical interest in the EMBA HCA program for many years and will continue to be offered in the EMBA HCA program. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal was approved by the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

### Courses AIV.2.6

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	The healthcare system in the US
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9645
<b>Course Title</b>	Healthcare Ventures and Entrepreneurship
<b>Catalogue Description</b>	As the Capstone Experience in the Baruch College Executive MBA in Healthcare Administration program, this course is integrative in nature, drawing on multiple functional disciplines, such as economics, finance, marketing, and organizational behavior. It requires executive students to apply all of the business disciplines learned throughout the program, as well as the perspectives gained regarding the healthcare industry, to an innovative health services venture. The course is divided into two main parts. The first part introduces students to various theoretical perspectives and frameworks that will help them develop and critique internal new ventures / intrapreneurial projects as well as entrepreneurial ventures. In the second part, which is experiential in nature, students apply these perspectives to develop and present a business proposal that is built on an innovative concept.

<b>Pre-Requisite(s)</b>	Prerequisite: Open only to Executive Programs students.
<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 type="checkbox"/> Major <input type="checkbox"/> Gen Ed Required Gen Ed - Flexible Gen Ed - College Option English Composition_World Cultures <input type="checkbox"/> Mathematics US Experience in its Diversity <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course is taught in the Executive MBA in Healthcare Administration (EMBA HCA) program as MGT 9994 Special Topics in Entrepreneurship: Healthcare Ventures. It is the program's Capstone Experience and as such has been specialized to the needs of students in this program. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this course, students develop and present a business plan for an entrepreneurial venture in the healthcare industry. Students draw on all of their prior courses in the program to develop their proposal. They submit a written proposal and present the proposal to a jury panel of experienced executives in the healthcare industry who participate actively in the presentation by asking questions and making suggestions.

This course has a significant experiential focus, and students strengthen their oral and written skills in the course.

We expect that this course will continue to be offered as the EMBA HCA program's capstone course. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal has been approved by Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

**Courses AIV.2.7**

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	The healthcare system in the US
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9650
<b>Course Title</b>	Emerging Issues in Healthcare
<b>Catalogue Description</b>	In this class, executive students will meet leaders from a wide range of organizations in the healthcare industry and learn about their career paths, leadership styles, lessons from their successes and failures, critical policy issues, and networking strategies. Students will engage actively in discussions with each leader and will be challenged not only to show active engagement, but also to evaluate the key relevance of each speaker and their insights to the student's own career path within the healthcare industry.
<b>Pre-Requisites</b>	Prerequisites: Open only to Executive Programs students.
<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 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 <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail
<b>Effective Term</b>	<b>Fall 2022</b>

**Rationale.** This course is currently taught in the Executive MBA in Healthcare Administration (EMBA HCA) program as BUS 9793 Special Topics in Sustainable Business: Emerging Issues in Healthcare. As such, it has been specialized to the needs of students in this program. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort.

They also often share insights that are highly informative to the faculty.

In this course, students meet executives from a wide range of areas in the healthcare industry. They will prepare with relevant, assigned readings in advance, and are challenged to participate actively in class discussions with each guest. This course has a significant experiential

focus, and students strengthen their oral and written skills in the course.

We expect that this course will continue to be of critical interest in the EMBA HCA program for many years and will continue to be offered in the EMBA HCA program. For these reasons, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal has been approved by Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

### Courses AIV.2.8

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Management
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9655
<b>Course Title</b>	Human Resources
<b>Catalogue Description</b>	This course focuses on the management of human capital in organizations. Specifically, we focus on how human resource management affects individuals, organizations, and society through its impact on individual productivity, quality of work life, and organizational performance. The course can be conceptualized in terms of five main content areas: Business and Labor Market Environment, Attraction and Recruitment, Selection, Employee Development, and Performance Management. Across these areas, the course places a particular emphasis on HR practices that are empirically supported and can be applied in organizations of any size. We also emphasize understanding (and managing) the ethical dilemmas often associated with making staffing decisions.
<b>Pre-Requisite</b>	Open only to Executive Programs students.
<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 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 World Cultures <input type="checkbox"/> Mathematics <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
	<b>Effective Term</b> <b>Spring 2022</b>

**Rationale.** This course has been taught in the Executive MS in Human Resource Management program (EMS HRM) as MGT 9400 Human Resources. As such, it has been specialized to the needs of students in these programs. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this sense, a course like this is shaped and adapted accordingly.

The content of this course focuses on what executives must know about human resource practice, policies, and procedures to support decision making in all levels of the institution. This includes a sharper focus on strategic HR issues and less emphasis of competencies that are taught in other modules of the EMS HRM program (e.g., training, labor relations, which are typically part of a graduate HRM course but are taught in separate classes in this program). Finally, the EMS HRM program’s trimester format (12 classroom sessions plus remote learning activities) means that this class follows a different structure compared with MGT 9400.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered only in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This proposal has been approved by the Curriculum Committee of the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

#### AIV.2.9

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Management
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9665
<b>Course Title</b>	Learning, Development, and Coaching
<b>Catalogue Description</b>	The objective of this course is to provide executive students with an understanding of various concepts and theories relating to employee learning and development, both as a profession and as a contributor to



	organizational objectives. By enabling students to actively engage in practical application of the concepts, they will develop the knowledge and skills necessary to implement and evaluate learning and development programs in organizations. In addition, the course will afford students an appreciation of the purpose of learning and development, and the impact it has on organizations and individual career/professional growth. Specifically, the course will provide students with a formal framework for conducting needs assessments, designing learning and development programs, creating effective coaching, and mentoring programs, and designing evaluation tools to assess the efficacy of learning, development, and coaching.
<b>Pre-Requisites</b>	Open only to Executive Programs students. ZEP 9655 Human Resources
<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 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 <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course has been taught in the Executive MS in Human Resource Management program (EMS HRM) as MGT 9470 Learning, Development, and Coaching. As such, it has been specialized to the needs of students in these programs. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this sense, a course like this is shaped and adapted accordingly. The content of this course focuses on what executives must know about human resource practice, policies, and procedures to support decision making in all levels of the institution. For this course in particular, the emphasis lies on developing skills required for leadership development and training. In this way, the course is distinct from “employee training” courses traditionally taught in non-executive HR programs, which focus more specifically on large-scale training interventions for lower- complexity jobs.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered only in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This proposal has been approved by the Curriculum Committee of the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

AIV.2.10

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Management
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9675
<b>Course Title</b>	Management of Compensation
<b>Catalogue Description</b>	This course provides executive students with concepts and analysis of compensation programs with a focus on how organizations can align compensation with company culture, business strategy, and HR goals. Students explore different approaches to the design of pay programs, including competitive market data analysis, design of pay ranges, and management of compensation systems that align with an organization's financial and HR goals. They also examine the various components of compensation and when and how each is best utilized in support of these goals. In the course's capstone project, students work in teams to craft an effective pay program for a firm. This involves analyzing the firm's needs and proposing solutions that support the company's strategy.
<b>Pre-Requisite</b>	Open only to Executive Programs students.
<b>Credits</b>	1.5
<b>Contact Hours</b>	1.5
<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 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 World Cultures <input type="checkbox"/> Mathematics <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail _____
<b>Effective Term</b>	<b>Fall 2022</b>

**Rationale.** This course has been taught in the Executive MS in Human Resource Management program (EMS HRM) as MGT 9392 Special Topics in Organizational Behavior: Management of Compensation. As such, it has been specialized to the needs of students in this program. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students.

Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this sense, a course like this is shaped and adapted

accordingly. The content of this course focuses on what executives must know about human resource practice, policies, and procedures to support decision making in all levels of the institution. This course was developed based on a previous course that used to be taught in the old MSILR program, which ran for 15 sessions. The nature of the current EMS HRM program (and the students it attracts) required revision of this course to focus on more high-level concepts within the domain of compensation (which are relevant to HR leaders who do not necessarily intend to become compensation specialists). Thus, the revision of this course title will help distinguish it from other courses that are different in structure and focus.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered only in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This proposal has been approved by the Curriculum Committee of the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

#### AIV.2.11

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Management
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9680
<b>Course Title</b>	HR Metrics and People Analytics
<b>Catalogue Description</b>	The field of human resource management has always depended on analytics. However, the development of advanced analytic methods, the availability of new technology, and the integration of previously disconnected sources of people data provide more opportunities than ever before. This course teaches executive students how to apply methods and processes to improve the quality of people-related decisions to improve organizational effectiveness and employee well-being.
<b>Pre-Requisite</b>	Open only to Executive Programs students.
<b>Credits</b>	1.5
<b>Contact Hours</b>	1.5
<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 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 World Cultures <input type="checkbox"/> Mathematics <input type="checkbox"/> US Experience in its Diversity

	<input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course has been taught in the Executive MS in Human Resource Management program (EMS HRM) as MGT 9392 Special Topics in Organizational Behavior HR Metrics and People Analytics. As such, it has been specialized to the needs of students in these programs. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this sense, a course like this is shaped and adapted accordingly. The content of this course focuses on what executives must know about human resource practice, policies, and procedures to support decision making in all levels of the institution. This course had been developed as a new course for the EMS HRM program and reflects the specific needs of that student population. It builds on both the statistics course and the HRM course taught in that program and is highly experiential (including 4 in-class lab sessions giving students hands-on experience in people analytics).

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered only in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This proposal has been approved by the Curriculum Committee of the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

#### AIV.2.12

<b>CUNYfirst Course</b>	
<b>Department(s)</b>	Narendra Paul Loomba Department of Management
<b>Career</b>	<input type="checkbox"/> Undergraduate <input checked="" type="checkbox"/> Graduate
<b>Academic Level</b>	<input checked="" type="checkbox"/> Regular <input type="checkbox"/> Compensatory <input type="checkbox"/> Developmental <input type="checkbox"/> Remedial <input type="checkbox"/>
<b>Subject Area</b>	Management Consulting
<b>Course Prefix</b>	ZEP
<b>Course Number</b>	9695
<b>Course Title</b>	Management Consulting: Perspectives from Client Engagements
<b>Catalogue Description</b>	In this course, executive students build management consulting skills through a combination of theory and experiential learning. The students first consider the nature and purpose of management consulting; the range and scope of consulting services; the consultant-client relationship; organizational change and culture; and professionalism and ethics in consulting. They then take on a real team consulting engagement for a client organization. They apply theories and models from various fields of business to identify and propose solutions to the client's problem, with a view to creating economic value and societal well-being. In this experience, students

	are challenged to put into practice essential consulting and business management skills, including analysis, leadership, teamwork, and professional communication, both oral and written.
<b>Pre-Requisites</b>	Open only to Executive Programs Students.
<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>	
Course Applicability	<input 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 World Cultures <input type="checkbox"/> Mathematics <input type="checkbox"/> US Experience in its Diversity <input type="checkbox"/> Science <input type="checkbox"/> Creative Expression <input type="checkbox"/> Individual and Society <input type="checkbox"/> Scientific World College Option Detail
<b>Effective Term</b>	<b>Spring 2022</b>

**Rationale.** This course is taught in the Executive MBA (EMBA) as BUS 9601 Business Consulting. As such, it has been specialized to the needs of students in these programs. On average, executive programs students have more years of business experience and at higher levels than are typical of most other graduate students. Their more extensive backgrounds enable them to bring significant value to the classroom that they share with their fellow students in the cohort. They also often share insights that are highly informative to the faculty. In this sense, all courses in the EMBA program are shaped and adapted accordingly. The content of this course focuses on what executives must know about consulting, both from the perspective of the consultant and from that of the client organization.

The prerequisites of BUS 9601 are ECO 9730, IBS 9600, LAW 9201, MGT 9200, MGT 9301, MGT 9600, STA 9708, and BUS 9558. Since several of these courses are being changed to ZEP courses in the EMBA program, the prerequisite list for the EMBA program can't include many of those courses. Because in the executive cohort programs the Academic Director selects the program courses in consultation with the program faculty, we propose setting as the prerequisite is that this course will be open only to students in the EMBA program.

This course will continue to be taught in the EMBA program. For this reason, and to accommodate the different nature of the prerequisites, we propose the creation of this new course.

We also propose assigning the ZEP prefix to the new course, as it is one of the courses offered in the Executive degree programs. This is one aspect of our effort to make the executive programs courses, which are inherently different from those in the graduate program in many ways, more identifiable to faculty and to current and prospective students.

This course proposal has been approved by the Narendra Paul Loomba Department of Management on Oct. 26, 2021, and by the Steering Committee of Executive Programs on Oct. 25, 2021.

**Baruch College**

Committee on Academic Policy, Programs, and Research Report Detail

February/March 2022

All:1.1 The following revisions are proposed for the Executive MBA in the Zicklin School of Business

Program: Executive MBA (EMBA)

HEGIS Code: 0506.00

Program Code:01923

Effective: Spring 2022

From: MBA (Full-time, Part-Time, and Executive)			To: Executive MBA		
Course	Description	Crs	Course	Description	Crs
<b>Foundational/Fundamental Skills (18 credits)</b>			<b>Foundational/Fundamental Skills (18 credits)</b>		
BUS 9558	Strategic Business Communication	3	<u>ZEP 9220</u>	<u>Communication Skills and Executive Presence</u>	3
ECO 9730	Firms in the Global Economy	1.5	<u>ZEP 9410</u>	<u>Managerial Economics for Executives</u>	3
IBS 9600	Introduction to International Business	1.5			
LAW 9204	Overview of Business Law and Ethics	1.5	<u>ZEP 9520</u>	<u>Business Law and Ethics</u>	3
MGT 9200	Business and Society Relationships	1.5			
MGT 9301	Managing People and Organizations	3	MGT 9301	Managing People and Organizations	3
MGT 9600	Strategy and Competitive Advantage	3	MGT 9600	Strategy and Competitive Advantage	3
STA 9708	Managerial Statistics	3	STA 9708	Managerial Statistics	3
<b>Functional Skills (9)</b> At least 3 courses required, determined based on background			<b>Functional Skills (9 credits)</b> The executive degree programs are cohort programs in which all students take the same courses that are selected for them by the program's Academic Director in consultation with the program's faculty. Accordingly, they will select three courses from this list:		
ACC 9110	Financial Reporting	3	<u>ZEP 9120</u>	<u>Financial Reporting for Executives</u>	3
CIS 9000	Information Technology Strategy	3	CIS 9000	Information Technology Strategy	3
CIS 9557	Business Analytics	3	CIS 9557	Business Analytics	3
FIN 9770	Corporate Finance	3	<u>ZEP 9425</u>	<u>Financial Analysis and Decision Making</u>	3
MGT 9700	Managing Business Operations	3	MGT 9700	Managing Business Operations	3
MGT 9973	Managing Creativity, Ideation and Innovation in Startups and Corporations	3	MGT 9973	Managing Creativity, Ideation and Innovation in Startups and Corporations	3
MKT 9703	Marketing Management	3	<u>ZEP 9710</u>	<u>Marketing Management for Business Development</u>	3
<b>Electives (Minimum 18 credits)</b> Students customize their program by selecting from among any 9000-level courses given by departments offering courses in the MBA program (or interdisciplinary courses). Students may also use electives for study abroad, and may include one graduate-level course from the Marx School of Public and International Affairs or			<b>Electives/Topical Courses (18 credits)</b> Elective courses are traditionally courses that students select individually. The executive degree programs are cohort programs in which all students take the same courses that are selected for them by the program's Academic Director in consultation with the program's faculty. These courses may include: (1) additional Functional Skills		

the Weissman School of Arts and Sciences, with permission of these schools. Eligible students may seek a graduate internship to satisfy elective credit.			<u>courses not included among the three required Functional Skills courses above; (2) any ZEP courses not included above; and (3) any 9000-level courses offered by academic departments in the Zicklin School of Business for which students in this program meet the prerequisites.</u>		
<b>Capstone Experience (3)</b>			<b>Capstone Experience (3 credits)</b>		
<del>Bus 9604</del>	<del>Business Consulting Practicum</del>	<del>3</del>	<u>ZEP 9720</u>	<u>Perspectives on Global Business</u>	<b>3</b>
*These ZEP courses are under review by the GCC and the Zicklin faculty at the same time as this proposed program revision. This proposal will be modified to remove any of these courses that are not approved by either the GCC or the faculty.					

**Rationale:** This proposal for revisions to the EMBA program follows the approval of a series of ZEP course proposals by the Graduate Curriculum Committee and the Zicklin School of Business faculty in 2021. The purpose of this proposal is to formally incorporate the ZEP courses in the EMBA Program Curriculum.

**Foundational Skills Courses.** We propose modifying this list to adopt ZEP courses in place of several of the original graduate courses, as shown above. In most cases, the new ZEP course was based on the syllabus of the course that was actually being taught in the EMBA program.

We propose replacing two 1.5 credit courses, Law 9201 and MGT 9200, with a single 3-credit course ZEP 9520 Business Law and Ethics that covers the essential content of both of the 1.5 credit courses in an integrated fashion.

We propose replacing two 1.5 credit courses, ECO 9730 and IBS 9600, with a single 3-credit course in microeconomics, ZEP 9410 Managerial Economics for Executives, that covers micro-economics, industry analysis and competitive strategy more fully than possible in a 1.5 credit course. We propose adding ZEP 9720 Perspectives on Global Business with 3 credits as the Capstone Course. This will provide students with greater global exposure than is possible in the 1.5 credit IBS 9600 course. This course includes the international experience that is a key aspect of this executive program.

There is no change to STA 9708, MGT 9301, and MGT 9600 because the content of the executive versions of these courses is not significantly different from those of the comparable graduate courses.

**Functional Skills Courses.** We propose adopting four ZEP courses to replace the comparable graduate courses as shown above. In each case, the new ZEP course was based on the syllabus of the course as actually taught in the EMBA program. Because five Functional Skills courses are usually included in the EMBA program, three will be counted as Functional Skills courses (such as ZEP 9120, CIS 9000, and ZEP 9425) and two will be included in the list of Elective/Topical courses (such as ZEP 9620 and ZEP 9710).

There is no change to CIS 9000, CIS 9557, MGT 9700, and MGT 9973 because they are either not expected to be included in the EMBA program in the near future, or their content is not significantly different from that in the graduate MBA program.



**Elective/Topical Courses.** Not listed separately above are several ZEP courses that have been created for in the EMBA program (and in some cases for other executive degree programs as well). Shown below, these courses may be included in the 15 credits for Elective/Topical courses. Also shown below are the extra Functional Skills courses that may be included as Elective/Topical courses.

<b>Elective/Topical Course Candidates</b>		<b>Credit</b>
<b>New ZEP Elective/Topical Courses</b>		
ZEP 9470	Mergers, Acquisitions, and Private Equity	3
ZEP 9630	Leadership Development and Adaptive Performance	3
ZEP 9695*	Managerial Consulting: Perspectives from Client Engagements	3
ZEP 9230	Special Topics in Business for Executives (1.5 Credits)	1.5
ZEP 9240	Special Topics in Business for Executives (3 Credits)	3
<b>Additional Functional Skills courses that may be included as</b>		
ZEP 9620*	Operations Management and Analysis	3
ZEP 9710	Marketing Management for Business Development	3
*These ZEP courses are under review by the GCC and the Zicklin faculty at the same time as this proposed program revision. This proposal will be modified to remove any of these courses that are not approved by either the GCC or the faculty.		

In addition to these courses, the Elective/Topical courses selected by the program's Academic Director in consultation with program faculty may also include 9000-level courses from academic departments in the Zicklin School of Business.

**Capstone Experience.** We propose adopting ZEP 9720 as the program's Capstone Experience. This course has long served as the program capstone in practice, and this change formalizes that. The original BUS 9601 capstone course (now ZEP 9695) is now included as an Elective/Topical course in this program.

This version of the graduate business consulting course includes as prerequisites the ZEP courses that are replacing the comparable graduate courses.

This proposal to revise the curriculum of the Executive MBA program was approved by the Steering Committee of Executive Programs on Oct. 25, 2021

All:1.2 The following revisions are proposed for the Executive MBA in Healthcare Administration in the Zicklin School of Business

Program: Executive MBA in Healthcare Administration (EMBA HCA)

HEGIS Code: 1202.00

Program Code: 01952

Effective: Fall 2022

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 (25.5 credits)</b>			<b>Required Courses (22.5 credits)</b>		
STA 9708	Managerial Statistics	3	STA 9708	Managerial Statistics	3
BUS 9100	Business and Society	3	ZEP 9623*	The US Healthcare System: Law, Politics, and Policy	3
LAW 9213	Legal Aspects of Health Care Admin	3	ZEP 9530	Legal Aspects of Healthcare	3
MGT 9600	Strategy and Competitive Advantage	3	ZEP 9617*	Strategy and Competitive Advantage in Healthcare	3
MGT 9301	Managing People and Organizations	3	MGT 9301	Managing People and Organizations	3
ECO 9766	Healthcare Economics	3	ZEP 9415	Economics of Health and Healthcare	3
MGT 9994	Special Topics in Entrepreneurship: Healthcare	3			
BUS 9551	Business Communication	1.5	ZEP 9210	Communication Skills for Executives	1.5
<b>At least 3 credits of International Business, to be chosen from the following:</b>					
IBS 9763	Global Perspectives in Healthcare Management	1.5			
IBS 9791	Special Topics in International Business: International Study Tour	1.5			
IBS 9793	Special Topics in International Business: International Study Tour	3	ZEP 9720	Perspectives on Global Business	3
<b>Functional Skills Courses (9 credits)</b> Choose 9 credits from the list below:			<b>Functional Skills Courses (9 credits)</b> The executive degree programs are cohort programs in which all students take the same courses that are selected for them by the program's Academic Director in consultation with the program's faculty. Accordingly, they will select three courses from this list:		
ACC 9110	Financial Reporting	3	ZEP 9120	Financial Reporting for Executives	3
FIN 9770	Corporate Finance	3	ZEP 9425	Financial Analysis and Decision Making	3
MKT 9703	Marketing Management	3	ZEP 9710	Marketing Management for Business Development	3
MGT 9700	Managing Business Operations	3	ZEP 9622*	Operations Management and Analysis in Healthcare	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><u>Electives/Topical Courses (15 credits)</u></b> <u>Elective courses are traditionally courses that students select individually. The executive degree programs are cohort programs in which all students take the same courses that are selected for them by the program's Academic Director in consultation with the program's faculty. These courses may include: (1) additional Functional Skills courses not included among the three required Functional Skills courses above; (2) any ZEP courses not included above; and (3) any 9000-level courses offered by academic departments in the Zicklin School of Business for which students in this program meet the prerequisites.</u>		
	<b><u>Capstone Experience (3 credits)</u></b>		
	<u>ZEP 9645*</u>	<u>Healthcare Ventures and Entrepreneurship</u>	<u>3</u>
*These ZEP courses are under review by the GCC and the Zicklin faculty at the same time as this proposed program revision. This proposal will be modified to remove any of these courses that are not approved by either the GCC or the faculty.			

**Rationale:** This proposal for revisions to the EMBA HCA program follows the approvals of several ZEP course proposals by the Graduate Curriculum Committee and the Zicklin School of Business faculty in 2021. The purpose of this proposal is to formally incorporate the ZEP courses in the EMBA HCA Program Curriculum.

**Required Courses.** We propose modifying the list of required courses to adopt ZEP courses in place of the original graduate courses as shown above. In each case, the new ZEP course proposal was based on the syllabus of the course as actually being taught in this program. There are no changes to STA 9708 and MGT 9301 because the content of the executive versions of these courses is not significantly different from that of their comparable graduate versions.

We propose using ZEP 9720 Perspectives on International Business as the sole 3-credit international course. As such, it will replace the option of two 1.5-credit courses or one 3-credit course.

We propose changing ZEP 9645 Healthcare Ventures and Entrepreneurship from a Required Course to the program's Capstone Experience. This course has served as the program capstone in the past and this change formally identifies it as such. As a result, the number of credits of required courses is being reduced from 25.5 to 22.5. With the addition of the Capstone Experience course for 3 credits, the total number of credits in the program is unchanged at 49.5.

**Functional Skills Courses.** We propose replacing several of the Functional Skills courses with ZEP courses, as shown above. In each case, the new ZEP course was based on the syllabus of the course as taught in this program. Usually, five of these six courses are included in the EMBA HCA program. Thus, three will be counted as Functional Skills courses (such as ZEP 9120, ZEP 9425, and CIS 9000) and two will be included in the list of Elective/Topical courses (such as ZEP 9622 and ZEP 9710). There is no change to MGT 9330 because it is not expected to be included in the EMBA HCA program in the near future.

**Elective/Topical Courses.** Not listed separately above are several ZEP courses that have been created for in the EMBA HCA program (and in some cases for other executive degree programs as well). Shown below, these courses may be included in the 15 credits for Elective/Topical courses. Also shown below are two Functional Skills courses to be counted as Elective/Topical courses.

<b>Elective/Topical Course Candidates</b>		<b>Credits</b>
<b>New ZEP Courses</b>		
ZEP 9130	Managerial Accounting and Applications in Healthcare	3
ZEP 9420	Population Health Assessment	1.5
ZEP 9640*	Healthcare Analytics and Quality	3
ZEP 9650*	Emerging Issues in Healthcare	3
ZEP 9230	Special Topics in Business for Executives (1.5 Credits)	1.5
ZEP 9240	Special Topics in Business for Executives (3 Credits)	3
<b>Additional Functional Skills courses that may be included among the Electives/Topical Courses</b>		
ZEP 9622*	Operations Management and Analysis in Healthcare	3
ZEP 9710	Marketing Management for Business Development	3
*These ZEP courses are under review by the GCC and the Zicklin faculty at the same time as this proposed program revision. This proposal will be modified to remove any of these courses that are not approved by either the GCC or the faculty.		

In addition to these courses, the Elective/Topical courses selected by the program's Academic Director in consultation with program faculty may include other 9000-level courses from academic departments in the Zicklin School of Business.

**Capstone Experience.** We propose adopting the ZEP 9645 course for the program's Capstone Experience. This course was previously included as a Required Course; it is unique to the EMBA HCA program and has for many years served as the program's capstone course.

This proposal to revise the EMBA HCA program was approved by the Steering Committee of Executive Programs on Oct. 25, 2021.

**All:1.3 The following revisions are proposed for the Executive Master of Science in Human Resource Management in the Zicklin School of Business**

**Program: Executive Master of Science in Human Resource Management (EMS HRM)**

**HEGIS Code: 0516.00**

**Program Code: 78027**

**Effective: Fall 2022**

<b>From: Executive MS in Human Resource Management</b>			<b>To: Executive MS in Human Resource Management</b>		
<b>English Proficiency Requirements if applicable</b>			<b>English Proficiency Requirements if applicable</b>		
Students who completed their undergraduate education in a non-English speaking country will be required to document a passing score on the TOEFL or equivalent exam. This requirement does not apply for students who completed a four-year degree in which the primary language of instruction was English.			Students who completed their undergraduate education in a non-English speaking country will be required to document a passing score on the TOEFL or equivalent exam. This requirement does not apply for students who completed a four-year degree in which the primary language of instruction was English.		
<b>Course</b>	<b>Description</b>	<b>Crs</b>	<b>Course</b>	<b>Description</b>	<b>Crs</b>
<b>Courses in Specialization (credits)</b>			<b>Courses in Specialization (credits)</b>		
<b>Required Courses (16.5 credits)</b>			<b>Required Courses (16.5 credits)</b>		
MGT 9400	Human Resource Management	3	<u>ZEP 9655*</u>	<u>Human Resources</u>	<u>3</u>
STA 9708	Managerial Statistics	3	STA 9708	Managerial Statistics	3
BUS 9551	<del>Business Leadership Communication</del>	<del>4.5</del>	<u>ZEP 9210</u>	<u>Communication Skills for Executives</u>	<u>1.5</u>
MGT 9301	Managing People and Organizations	3	MGT 9301	Managing People and Organizations	3
LAW 9770	Employment Law	3	<u>ZEP 9510</u>	<u>Employment Law: A Managerial</u>	<u>3</u>
MGT 9460	Labor Relations	3	<u>ZEP 9660</u>	<u>Labor Relations: Perspectives from Management and Labor</u>	<u>3</u>
<b><del>Elective Courses (10.5 credits)</del></b> AD will choose 13.5 credits from the list below:			<b><u>Electives/Topical Courses (10.5 credits)</u></b> <u>Elective courses are traditionally courses that students select individually. The executive degree programs are cohort programs in which all students take the same courses that are selected for them by the program's Academic Director in consultation with the program's faculty. These courses may include: (1) any ZEP courses not included above; and (2) any 9000-level courses offered by academic departments in the Zicklin School of Business for which students in this program meet the prerequisites</u>		
MGT 9465	<del>Collective Bargaining</del>	<del>3</del>			
MGT 9420	<del>The Management of Compensation</del>	<del>3</del>			
MGT 9470	<del>Learning, Development, and Coaching</del>	<del>3</del>			

MGT 9394	Topics in HR: Managing Employee	3			
MGT 9664	Negotiation Strategy	1.5			
MGT 9394	Topics in HR: Data Analytics	1.5			
MGT 9394	Topics in HR: Leadership Development	1.5			
MGT 9380	Topics in HR: Human Capital and the Triple Bottom Line	1.5			
<b>Capstone Experience (3 credits)</b>			<b>Capstone Experience (3 credits)</b>		
MGT 9490	International Human Resource Management	3	<u>ZEP 9720</u>	<u>Perspectives on Global Business</u>	<u>3</u>
*These ZEP courses are under review by the GCC and the Zicklin faculty at the same time as this proposed program revision. This proposal will be modified to remove any of these courses that are not approved by either the GCC or the faculty.					

**Rationale:** This proposal for revisions to the EMS HRM program follows the approvals of several ZEP course proposals by the Graduate Curriculum Committee and the Zicklin School of Business faculty in 2021. The purpose of this proposal is to formally incorporate the new ZEP courses in the EMS HRM Program Curriculum.

**Required Courses.** We propose modifying the list of Required Courses to adopt ZEP courses in place of the original graduate courses as shown above. In each case, the new ZEP course proposal was based on the syllabus of the course as actually being taught in this program. There are no changes to STA 9708 and MGT 9301 because the content of the executive versions of these courses is not significantly different from that of their comparable graduate versions.

**Elective/Topical Courses.** Not listed separately above are several ZEP courses that have been created for in the EMS HRM program (and in some cases for other executive degree programs as well). The presentation of these courses is being changed from one in which specific courses are listed to one that explains the basis for selection of the courses. This presentation follows that of other graduate programs and allows greater flexibility in curriculum management.

To illustrate the types of Elective/Topical Courses that are planned for the near future, the following courses may be included in the 10.5 credits of Elective/Topical courses.

<b>Elective/Topical Course Candidates</b>		<b>Credi</b>
ZEP 9665*	Learning, Development, and Coaching	3
ZEP 9675*	Management of Compensation	1.5
ZEP 9680*	HR Metrics and People Analytics	1.5
ZEP 9685	Collective Bargaining	1.5
ZEP 9690	Managing Diversity, Equity, and Inclusion in the Workplace	1.5
MGT 9661	Negotiation Strategy	1.5

ZEP 9230	Special Topics in Business for Executives (1.5 Credits)	1.5
ZEP 9240	Special Topics in Business for Executives (3 Credits)	3
*These ZEP courses are under review by the GCC and the Zicklin faculty at the same time as this proposed program revision. This proposal will be modified to remove any of these courses that are not approved by either the GCC or the faculty.		

In addition to these courses, the Elective/Topical courses selected by the program's Academic Director in consultation with program faculty may also include other 9000-level courses from academic departments in the Zicklin School of Business.

**Capstone Experience.** We propose adopting the ZEP 9720 course for the program's Capstone Experience, replacing MGT 9490. This proposal to revise the curriculum of the EMS HRM program was approved by the Steering Committee of Executive Programs on Oct. 25, 2021.