

# UNIVERSITY FACULTY SENATE FORMS

## Academic Program Approval

This form is a routing document for the approval of new and revised academic programs. Proposing department should complete this form. For more information, call the Faculty Senate Office at 831-2921.

**Submitted by:** Sharon Watson phone number 831-4560

**Department:** Business Administration email address watsons@udel.edu

**Date:** 8/26/2013

**Action:** Revise major  
(Example: add major/minor/concentration, delete major/minor/concentration, revise major/minor/concentration, academic unit name change, request for permanent status, policy change, etc.)

**Effective term** 14F  
(use format 04F, 05W)

**Current degree** BS  
(Example: BA, BACH, BACJ, HBA, EDD, MA, MBA, etc.)

**Proposed change leads to the degree of:** BS  
(Example: BA, BACH, BACJ, HBA, EDD, MA, MBA, etc.)

**Proposed name:** N/A  
Proposed new name for revised or new major / minor / concentration / academic unit  
(if applicable)

### Revising or Deleting:

**Undergraduate major / Concentration:** Revise Management major  
(Example: Applied Music – Instrumental degree BMAS)

**Undergraduate minor:** \_\_\_\_\_  
(Example: African Studies, Business Administration, English, Leadership, etc.)

**Graduate Program Policy statement change:** \_\_\_\_\_  
(Must attach your Graduate Program Policy Statement)

**Graduate Program of Study:** \_\_\_\_\_  
(Example: Animal Science: MS Animal Science: PHD Economics: MA Economics: PHD)

**Graduate minor / concentration:** \_\_\_\_\_

**Note: all graduate studies proposals must include an electronic copy of the Graduate Program Policy Document, highlighting the changes made to the original policy document.**

**List new courses required for the new or revised curriculum. How do they support the overall program objectives of the major/minor/concentrations)?**

(Be aware that approval of the curriculum is dependent upon these courses successfully passing through the Course

Challenge list. If there are no new courses enter "None")

**New Courses in the Major - Course Names and Descriptions:**

BUAD426 Leadership and Teams - Provides an analysis of the theories and principles of leadership in organizations. Topics include leadership traits and behaviors, social influence, motivation, and how to cultivate relationships with followers. The course also examines key aspects of effective teams including member selection, team design and development, collective decision-making, and team leadership. Prerequisite – BUAD309

Rationale: A comparison of our Management major with those at other schools indicated that our major needs additional coverage of these two important topic areas, leadership and teams, and our research indicated that employers are emphasizing skills in both areas in their hiring practices.

BUAD424 Ethics in the Workplace - Examines the behavioral and organizational underpinnings of ethical and unethical workplace behavior, and the various bases (societal, philosophical, religious, etc.) on which particular management practices can be ethically evaluated. Students are encouraged to develop their skills in articulating and implementing ethical behavior in businesses and other organizations.

Rationale: This course has been offered by the Business Administration Department for several years, and now will be included as an elective course within the Management major. The course was created to help develop students' awareness of the ethical dilemmas they may face in the workplace and to give them the skills to deal effectively with such situations.

**Explain, when appropriate, how this new/revised curriculum supports the 10 goals of undergraduate education: <http://www.ugs.udel.edu/gened/>**

*Goal 1. Attain effective skills in (a) oral and (b) written communication, (c) quantitative reasoning, and (d) the use of information technology.*

- Students gain proficiency in oral communication in COMM212 and develop their oral communication skills through presentations in several required courses, including BUAD421, BUAD422, and BUAD441. Written communication skills are addressed in BUAD422 and BUAD441. Skill in the use of IT is developed in MISY160 and then enhanced in later courses through projects using various aspects of information technology such as spreadsheet computation, financial analysis, and statistical methods in upper level courses.

*Goal 2. Learn to think critically to solve problems.*

- All of the courses in the Management major are focused on going beyond didactic instruction, instead focusing on enhancing students' ability to think critically to solve business problems, whether at the group, organizational or strategic level.

*Goal 3. Be able to work and learn both independently and collaboratively.*

- Several required courses in the major will require both individual and group projects, including BUAD 421, BUAD422, BUAD 423, and BUAD441.

*Goal 4. Engage questions of ethics and recognize responsibilities to self, community, and society at large.*

- BUAD424 specifically addresses ethical and unethical behavior in organizations and the underlying bases on which business practices can be ethically evaluated. Other courses, such as BUAD309 and BUAD421, also implement ethical perspectives into concepts.

*Goal 5. Understand the diverse ways of thinking that underlie the search for knowledge in the arts, humanities, sciences and social sciences.*

- Many courses in the curriculum emphasize the diverse ways of thinking that underlie the search for knowledge. For instance, BUAD422 emphasizes developing an understanding of the applications of social science research methods and findings to the business context. Several other courses, including BUAD309, BUAD421, and BUAD423 offer an opportunity for students to discuss and understand contemporary research studies and how they contribute to theoretical understanding.

*Goal 6. Develop the intellectual curiosity, confidence, and engagement that will lead to lifelong learning.*

- Several of the courses emphasize the evolving nature of management knowledge, which, among other reasons, is intended to spark intellectual curiosity and engagement. For instance, students in lower-level management courses have the opportunity to participate in research studies in order to appreciate and understand the interesting ongoing research that contributes to the discipline.

*Goal 7. Develop the ability to integrate academic knowledge with experiences that extend the boundaries of the classroom.*

- BUAD441 is a case-based course, where students apply the theories and concepts learned throughout the business curriculum to problems and decisions made in actual companies.

*Goal 8. Expand understanding and appreciation of human creativity and diverse forms of aesthetic and intellectual expression.*

- BUAD309 specifically addresses creativity and innovation in organizations, focusing on multiple paths to achieving innovation and the many ways organizations can encourage and reward such activities.

*Goal 9. Understand the foundations of United States society including the significance of its cultural diversity.*

- Both BUAD309 and BUAD421 address the importance of effectively managing workforce diversity from several perspectives. BUAD309 focuses on demographic, personality, and value/cultural differences at the individual level of analysis and team-level diversity. BUAD421 addresses diversity management programs at the organizational level and the evolution of legal and regulatory frameworks in the US pertaining to unfair discrimination in the workplace.

*Goal 10. Develop an international perspective in order to live and work effectively in an increasingly global society.*

- BUAD386 focuses on the issues and problems faced in managing organizations in an international setting. BUAD422 includes a variety of case- and research- based materials on organizations outside the U.S. The Management major also requires students to take at least one of a list of approved internationally themed courses.

**Identify other units affected by the proposed changes:**

(Attach permission from the affected units. If no other unit is affected, enter "None")

None

**Describe the rationale for the proposed program change(s):**

(Explain your reasons for creating, revising, or deleting the curriculum or program.)

We are revising the requirements of the Management major to better prepare students for careers in management within workplaces that increasingly value leadership and teamwork. Additionally, the changes in our curriculum will enable students to work effectively and ethically in business organizations that operate in an environment that is increasingly international and complex.

**Specific changes to the Management Major:**

**Addition of New Elective Course:**

BUAD426 Leadership and Teams - Provides an analysis of the theories and principles of leadership in organizations. Topics include leadership traits and behaviors, social influence, motivation, and how to cultivate relationships with followers. The course also examines key aspects of effective teams including member selection, team design and development, collective decision-making, and team leadership. Prerequisite: BUAD309

Rationale: A comparison of our Management major with those at other schools indicated that our major needs additional coverage of these two important topic areas, leadership and teams, and our research indicated that employers are emphasizing skills in both areas in their hiring practices.

**Change Course from Elective to Required:**

BUAD423 Negotiation and Conflict Resolution – This change better reflects the purpose of the major.

**Change Course from Required to Management Elective:**

MISY427 IT Applications in Management – This change better reflects the purpose of the major.

**Add Existing Course to list of Management Elective Courses:**

BUAD424 Ethics in the Workplace - This course has been offered by the Business Administration Department for several years, and now will be included as an elective course within the Management major. The course was created to help develop students' awareness of the ethical dilemmas they may face in the workplace and to give them skills to deal effectively with such situations.

**Remove Courses from list of Management Elective Courses:**

BUAD384 Global Business Environment

BUAD425 Current Issues in Global Business

The Business Administration Department now has an additional major in International Business Studies. These two courses fall within the International Business domain, so they are part of that major. These courses can still be taken by students with a Management major under the category of Professional Electives.

**Eliminate Prerequisite**

BUAD386 International Business Management – eliminate prerequisite (was BUAD384)

**Changes in Course Titles and Descriptions:**

These changes in titles and/or descriptions better reflect current research, thinking and terminology in the management field.

**BUAD309 – Change in Course Title and Description**

From: Management and Organizational Behavior - Discusses the processes and procedures used to manage individual performance effectively in organizational settings.

To: Organizational Behavior - Examines the individual, group, and organizational determinants of work behavior in organizations. Theory and concepts relevant to topics such as individual differences, attitudes, motivation, teams, leadership, power, organizational culture, and organizational change are discussed with an emphasis on applying this knowledge to the challenges of management in a variety of organizations.

**BUAD421 – Change in Course Description**

From: Human Resource Management - Emphasizes key human resource management requirements: acquisition of personnel (planning, selecting, recruiting and training) and maintenance of personnel (evaluation, compensation, working conditions and labor relations). Prerequisite: BUAD309

To: Human Resource Management - Explores traditional topic areas (e.g., planning, selection, training, compensation, performance appraisal, career development, legal regulations) and contemporary issues (e.g., workforce diversity, the link between human resource strategy and firm strategy) related to the effective management of human resources in organizations. Prerequisite: BUAD309

**BUAD422 – Change in Course Description**

From: Designing Effective Organizations - Concepts of administration at the individual, group and organizational level of analysis. Emphasis on organizational level of analysis with topics including job design, organization structure and design, and inter- and intra-organizational processes. Prerequisite: BUAD309

To: Designing Effective Organizations - Examines practices that contribute to managerial effectiveness, with an emphasis on the organizational level of analysis. Topics include organization structure and design, innovation, growth, leadership, inter-organizational processes, and intra-organizational coordination. Prerequisite: BUAD309

**BUAD423 – Change in Course Title and Description**

From: Negotiation – Improves negotiation and conflict resolution skills by introducing principles for effective negotiation and providing students with opportunities to develop their skills through the use of simulation exercises. Topics include preparing for negotiation, strategies and tactics of negotiation, dealing with interpersonal conflict, and avoiding common mistakes when negotiating. Prerequisite: BUAD309

To: Negotiation and Conflict Resolution - Introduces students to the strategy and psychology underlying negotiation and conflict resolution through readings, lecture, and class discussions. Students have the opportunity to put this knowledge into practice by engaging in simulated negotiations with classmates throughout the semester. Topics include preparation, communication, power, emotions, and relationships. Prerequisite: BUAD309

BUAD424 – Change in Course Description and add Prerequisite

From: Ethics in the Workplace - Examines the philosophical, religious, moral, societal, and organizational underpinnings of ethical behavior and how personal ethical foundations affect decision making in business.

To: Ethics in the Workplace - Examines the behavioral and organizational underpinnings of ethical and unethical workplace behavior, and the various bases (societal, philosophical, religious, etc.) on which particular management practices can be ethically evaluated. Students are encouraged to develop their skills in articulating and implementing ethical behavior in businesses and other organizations. Prerequisite: BUAD309

### Program Requirements:

(Show the new or revised curriculum as it should appear in the Course Catalog. If this is a revision, be sure to indicate the changes being made to the current curriculum and **include a side-by-side comparison** of the credit distribution before and after the proposed change.)

NEW CURRICULUM		CURRENT CURRICULUM	
University Requirements	Credits	University Requirements	Credits
ENGL110*	3	ENGL110*	3
BUAD110*	3	BUAD110*	3
DLE	3	DLE	3
Multicultural Course	3	Multicultural Course	3
<b>University Breadth</b>		<b>University Breadth</b>	
Creative Arts & Humanities*	3	Creative Arts & Humanities*	3
History & Cultural Change*	3	History & Cultural Change*	3
Social & Behavioral Science*	3	Social & Behavioral Science*	3
Math, Natural Science, & Technology*	3	Math, Natural Science, & Technology*	3
<b>Major Requirements</b>		<b>Major Requirements</b>	
Additional credits from Creative Arts & Humanities, Hist. & Cultural Change, and/or foreign language instruction	6	Additional credits from Creative Arts & Humanities, Hist. & Cultural Change, and/or foreign language instruction	6
Social & Behavioral Sciences – no more than six credits in same department PSYCH100 and a SOCI course are required	12	Social & Behavioral Sciences – no more than six credits in same department PSYCH100 and a SOCI course are required	12
Additional credits of Math, Natural Science, and Technology (Note: MATH, STAT, and CISC courses may not apply) This requirement includes one associated lab credit.	7	Additional credits of Math, Natural Science, and Technology (Note: MATH, STAT, and CISC courses may not apply) This requirement includes one associated lab credit.	7
MATH221*	3	MATH221*	3
MATH201*	3	MATH201*	3
MATH202	3	MATH202	3
COMM212	3	COMM212	3
<b>Business Core Courses</b>		<b>Business Core Courses</b>	
ECON151*	3	ECON151*	3
ECON152*	3	ECON152*	3
ACCT207*	3	ACCT207*	3
ACCT208*	3	ACCT208*	3
ACCT352	3	ACCT352	3
FINC311*	3	FINC311*	3
MISY160	3	MISY160	3

MISY261 Only one of the following will count toward graduation: MISY261 or ACCT302	3	MISY261 Only one of the following will count toward graduation: MISY261 or ACCT302	3
BUAD301*	3	BUAD301*	3
BUAD306*	3	BUAD306*	3
BUAD309*	3	BUAD309*	3
BUAD441*	3	BUAD441*	3
One International theme course from approved list	3	One International theme course from approved list	3
<b>Management Major (<i>Changes in italics</i>)</b>		<b>Management Major</b>	
BUAD421* Human Resource Management	3	BUAD421* Human Resource Management	3
BUAD422* Designing Effective Organizations	3	BUAD422* Designing Effective Organizations	3
<b>BUAD423* Negotiation &amp; Conflict Resolution</b>	3	MISY427* Management of Information Systems	3
Three of the following courses: BUAD386* International Business Management BUAD420* Labor Relations <b>BUAD424* Ethics in the Workplace</b> <b>BUAD426* Leadership &amp; Teams</b> BUAD429* Selected Topics in Management BUAD444* Entrepreneurship & Small Business Management <b>MISY427* Management of Information Systems</b>	9	Three of the following courses: BUAD384* Global Business Environment BUAD386* International Business Management BUAD420* Labor Relations BUAD423* Negotiation BUAD425* Current Issues in Global Management BUAD429* Selected Topics in Management BUAD444* Entrepreneurship & Small Business Management	9
<b>Professional Electives</b>		<b>Professional Electives</b>	
ACCT, BUAD, ENTR, FINC, or MISY courses at 300-level or higher	3	ACCT, BUAD, ENTR, FINC, or MISY courses at 300-level or higher	3
<b>Free Electives</b> Chosen from outside the Lerner College of Business & Economics, and no more than two credits can be from BHAN120.	12	<b>Free Electives</b> Chosen from outside the Lerner College of Business & Economics, and no more than two credits can be from BHAN120.	12
<b>CREDITS TO TOTAL A MINIMUM OF</b>	<b>121</b>	<b>CREDITS TO TOTAL A MINIMUM OF</b>	<b>121</b>

\* minimum grade C-

**ROUTING AND AUTHORIZATION:** (Please do not remove supporting documentation.)

Department Chairperson [Signature] Date 1/16/14  
Dean of College Rick Andrews, Deputy Dean Date 1-16-14  
Chairperson, College Curriculum Committee [Signature] Date 1/16/14  
Chairperson, Senate Com. on UG or GR Studies \_\_\_\_\_ Date \_\_\_\_\_  
Chairperson, Senate Coordinating Com. \_\_\_\_\_ Date \_\_\_\_\_  
Secretary, Faculty Senate \_\_\_\_\_ Date \_\_\_\_\_  
Date of Senate Resolution \_\_\_\_\_ Date to be Effective \_\_\_\_\_  
Registrar \_\_\_\_\_ Program Code \_\_\_\_\_ Date \_\_\_\_\_  
Vice Provost for Academic Affairs & International Programs \_\_\_\_\_ Date \_\_\_\_\_  
Provost \_\_\_\_\_ Date \_\_\_\_\_  
Board of Trustee Notification \_\_\_\_\_ Date \_\_\_\_\_