

**SAMPLE FORMAT: NEW COURSE**

ZICKLIN SCHOOL OF BUSINESS  
RECOMMENDATION TO (GRADUATE or UNDERGRADUATE) CURRICULUM COMMITTEE  
Department of (Name), Date (e.g., October 27, 1998)

**PART A: Academic Matters, Section AII: New Courses**

New course to be offered by the Department of (Name)

AII.10.1 Course Number & Title (e.g., TAX 9863: Principles of Federal Income Taxation)

(Description to appear in Bulletin)

XX  
XX  
XX  
XX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXX. Hours, Credits. (e.g., 3 hours, 3 credits) Pre-requisite: (e.g., TAX 9862)

EXPLANATION:XX  
XX. The  
course will be offered (e.g. once a year). It is expected to enroll approximately (e.g., 40) students. In the academic year (e.g., 1998-  
99), the mean enrollment of graduate courses in taxation offered by the (Name of Department) was (e.g., 25).

Approved by the (Name of Department) Faculty, Date (e.g., October 27, 1998). Syllabus attached

**SAMPLE FORMAT: CHANGE (S) IN EXISTING COURSE**

ZICKLIN SCHOOL OF BUSINESS  
RECOMMENDATION TO (GRADUATE or UNDERGRADUATE) CURRICULUM COMMITTEE  
Department of (Name), Date (e.g., October 27, 1998)

**PART A: Routine Academic Matters, Section AIV: Changes in Course Number, Title, Description, Credits, Hours, Co- or Pre-requisites**

AIV.10.1 Change in (e.g., Course Title, Description, Credit, etc.—indicate appropriate categories)

FROM: Course Number & Title (e.g., TAX 9874: Consolidated Tax Returns)

Original Bulletin description

XX  
XX  
Hours, Credits (e.g., 2 hours, 2 credits). Pre- (or Co-) requisite(s): (e.g., TAX 9867).

TO: Course Number & Title (e.g., TAX 9874: Consolidated Tax Returns)

New Bulletin description

XX  
XX  
hours, 3 credits). Pre-(or Co-) requisite(s): (e.g., TAX 9867)

EXPLANATION:XX  
XX

Approved by the (Name of Department) Faculty, Date (e.g., October 27, 1998). Syllabus attached.

## SAMPLE SYLLABUS

BARUCH COLLEGE  
THE CITY UNIVERSITY OF NEW YORK  
DEPARTMENT OF MANAGEMENT  
MGT 9300  
MANAGEMENT: A BEHAVIORAL APPROACH

### COURSE DESCRIPTION:

This course is designed to introduce students to the major concepts, models, theories, and research in the field of organizational behavior: as such, it covers relevant theories and concepts from psychology, sociology, anthropology, and social psychology. Although the course is analytical and conceptual in nature, the primary focus is on the application of behavioral science knowledge to the practice of management. The course focuses on individual and small-group processes, managing group and intergroup processes, and improving organizational effectiveness. Topics include perceptual processes (including common perceptual errors such as stereotyping), decision making, motivation and performance, job satisfaction, stress, communication, group formation and process, leadership, power, conflict, organizational development, and organizational design and structure.

### LEARNING OBJECTIVES:

The objectives of this course are to:

- Provide students with a basic knowledge of important concepts, theories, and research findings in the field of Organizational Behavior (OB)
- Help students understand how OB theories, concepts, and research results can be applied in organizational settings.
- Provide students with the opportunity to explore and develop basic management skills.
- Help students understand the dynamics of diversity, and how the failure to address such problems as racism, sexism, religious intolerance, language barriers, and clashing cultures will hamper American competitiveness.

## LEARNING FORMAT:

Active rather than passive learning is encouraged, which means lecturing will be avoided and class participation will be encouraged. Class meetings will follow an informal lecture-discussion approach. Case discussions and small-group problem solving will be an important part of the course. To ensure lively and relevant discussion, it is important that all assigned readings be done prior to class.

## ERQUIRED COURSE TEXTBOOK:

Wagner, J and Hollenbeck, J. *Management of Organizational Behavior*, Prentice Hall, 1992

## SYLLABUS

<u>SESSION</u>	<u>TOPICS</u>	<u>CHAPTER ASSIGNMENTS</u>
1	Introduction to Course	
2	Introduction to Organizational Behavior Evolution of OB	Ch.1
3	Management and Managers	Ch.2
4	Thinking Critically about Organizations: Research Methods	Ch.3
5	Research Methods, continued	
6	Ability and Personality	Ch.4
7	Personality, continued	
8	Perception and Judgement	Ch.5 Case 5-1
9	Managing Diversity	
10	Decision Making	Ch.6
11	Film: The One-Minute Manager	
12	Exam #1	
13	Motivation, Performance, & Job Design	Ch.7, 17

14	Motivation, continued	Case 7-1
15	Motivation, continued (Complete steps 2-4 using your current job. If you are not working, use a previous job or the job of “student”.)	Exercise 17-1
16	Satisfaction and Stress (Complete the Role Characteristics Sheet, pp. 279-280)	Ch.8 Exercise 8-1
17	Group work day	
18	Interpersonal Processes and Communication	Ch.10
19	Communication, continued	
20	Exam #2	
21	Group Performance	Ch.11 Case 11-1
22	Leadership	Ch.12
23	Leadership, continued Project Due	
24	Power, Politics, and Conflict	Ch.13
25	Case: Karen Leary (Harvard Business School) (a case that focuses on conflict and cultural issues)	
26	Managing Group and Intergroup Relation; Managing the Organization: Organization Development I and II	Ch.14, 18 Case 14-2
27	Organization Development, continued	
28	_____	Ch._____

## GRADING POLICY:

- A) Exams. Exams will consist of multiple choice and essay questions. Students are responsible for all lectures, readings, cases, exercises, and in-class discussions. There will be three exams, each worth 20% of the grade.
- B) Case Analysis. Students will be asked to analyze two cases during the semester. The analysis must be typed, double-spaced, and no longer than three pages. Each case is due at the beginning of the class in which it will be discussed. No late cases will be accepted. Participation in class discussions of the cases throughout the semester is expected; 10% of grade.
- C) Group Project. For the group project, students will be given a “task force” assignment where they are asked to address an organizational or workgroup issue. The task force must first decide how they plan to tackle the issue (What information do you need to get? What are some key sources? Who will do what?) . Then the task force must gather relevant information that sheds light on the issue, describe possible alternatives for solving the problem, and recommend an action plan for implementation. Recommendations must be supported with theoretical and/or research evidence. The final product should be about 20-25 pages, including references and exhibits, and should be typed, double-spaced. It should be free of typographical and grammatical errors. This project will be worth 30% of the grade. Guidelines are available

**SAMPLE FORMAT: CHANGE IN DEGREE PROGRAM (EXAMPLE 1)**

ZICKLIN SCHOOL OF BUSINESS  
RECOMMENDATION TO (GRADUATE or UNDERGRADUATE) CURRICULUM COMMITTEE  
Marketing Department, March 23, 1998

**PART A: Academic Matters, Section AI: Changes in a Degree Program**

AI.10.1 Master of Science in Marketing (HEGIS: 0509, Program Code: 79231): Changes in Preliminary, Required and Elective Courses

**FROM: Preliminary Courses (30 credits)** (Note: FROM is taken from Graduate Bulletin)

Students with appropriate background will be able to reduce the number of credits in preliminary requirements. Grades in 8000-level courses are not calculated in the grade point average.

Credits

STA 8000 Introductory Business Statistics	3
ACC 9100 Financial and Management Accounting	3
BUS 9100 The Societal & Governmental Environment of Business	3
CIS 9000 Information Systems for Managers	3
ECO 9705 Managerial Economics	3
FIN 9770 Financial Decision Making	3
MGT 9300 Management: A Behavioral Approach or	3
PSY 9788 Psychological Processes in Organizations	3
MGT 9700 Introduction to Operations Management	3
MKT 9703 Marketing Management	3
BUS 9200 Business Policy	3

(Continued)

**PART A: Academic Matters, Section AI: Changes in a Degree Program (MS in Marketing)**

*Courses in Specialization*

*Required Courses (9 credits)* Credits

MKT 9702 Marketing Research	3
MKT 9716 Consumer Behavior	3
MKT 9750 Marketing Strategy	3

*Elective Courses (18-24 credits)\**

Choose six to eight courses (depending on the number of preliminary courses taken) from any course offered by the Department of Marketing, including IBS 9760, and other electives with permission of the department.

\*Students waived from BUS 9200, in addition to all other preliminary courses, must substitute an additional elective for BUS 9200 in order to satisfy the minimum 36-credit requirement.

(Continued)



**PART A: Academic Matters, Section AI: Changes in a Degree Program (MS in Marketing)**

TO: *Required Courses (12 credits)*

	Credits
MKT 9703 Marketing Management	3
MKT 9702 Marketing Research	3
MKT 9716 Consumer Behavior	3
MKT 9750 Marketing Strategy	3

*Elective Courses (18 credits)*

Choose any six courses in the Department of Marketing, including IBS 9760.

**EXPLANATION:** The proposed alteration in the requirements for the MS in Marketing leaves virtually unchanged the requirements within the marketing area, with the exception that MKT 9703 (Marketing Management) is now part of the core requirement.

In effect, the alteration reflects the elimination of the preliminary courses. That elimination was done for two reasons:

1. The preliminary requirements together with the marketing department requirements created a program very similar to that required for an MBA degree. The MS degree is intended for students who are seeking a greater degree of specialization in a particular field. Those students are generally concerned with increasing their technical knowledge independent of the broader business environment, and it is for that reason that they elect an MS degree rather than an MBA degree.

(Continued)

**PART A: Academic Matters, Section AI: Changes in a Degree Program (MS in Marketing)**

2. Eliminating the preliminary requirements and making the MS degree in Marketing consist of 30 credits makes the requirements consistent with other MS programs in Baruch's School of Business as well as other business programs throughout the country.

Approved by the Department of Marketing Executive Committee and Marketing Faculty, March 19, 1998.

**SAMPLE FORMAT FOR CHANGE IN DEGREE PROGRAM (EXAMPLE 2 – SIMPLE CHANGE). STRIKE THROUGH DELETED MATERIAL; UNDERLINE ADDED MATERIAL.**

ZICKLIN SCHOOL OF BUSINESS  
RECOMMENDATION TO (GRADUATE or UNDERGRADUATE) CURRICULUM COMMITTEE  
Department of Statistics and Computer Information Systems, April 20, 1998

**PART A: Academic Matters, Section AI: Changes in a degree Program**

AI:10 MBA Programs: Additional Quantitative Elective Choice

Electives

One elective course must be chosen from each of the following categories: quantitative methods, international, and general. All courses are three credits. Course pre-requisites are indicated in parenthesis.

*Quantitative Methods* (select one course from:)

ECO 9707 Economic Fluctuations and Forecasting (ECO 9705, STA 8000, or equivalents)  
ECO 9723 Econometrics - Theory and Applications (ECO 9705, STA 8000, or equivalents)  
MGT 9500 Management Science (STA 8000, or equivalent)  
OPR 9721 Introduction to Operations Research (STA 8000, or equivalent)  
STA 9000 Regression and Forecasting Models for Business Applications (STA 8000, or equivalent, CIS 8000)

STA 9708 Applied Statistical Analysis for Business Decisions (A familiarity with microcomputer usage, including operating system, word processing, spreadsheet, and database management software. Students without this background are required to take CIS 8000.  
Not open to students required to take or waived from STA 9470.

STA 9710 Statistical Methods in sampling and Auditing (STA 8000 or equivalent)

(Continued)

**PART A: Academic Matters, Section AI: Changes in a degree Program**

NB: Additional quantitative courses may be available at a future date.

EXPLANATION: STA 9708 conforms to criteria for a quantitative elective and will be available as an option for full-time, daytime MBA students during the academic year beginning Fall 1999.

Approved by the Department of Statistics and Computer Information System, Committee on April 20, 1998. Syllabus attached.

**SAMPLE FORMAT: NEW MINOR**

ZICKLIN SCHOOL OF BUSINESS  
RECOMMENDATION TO UNDERGRADUATE CURRICULUM COMMITTEE  
Department of Management, November 23, 2001

**PART A: Academic Matters, Section AI: Change in Degree Program**

AI.10 CHANGE IN DEGREE PROGRAM  
Bachelor of Business Administration Degree  
New Minor in Entrepreneurship and Small Business Management

Required Course: Credits  
MGT 3860 Entrepreneurship Management 3

Choose two courses:

MGT 4861 Entrepreneurial and Small Business Start-ups 3  
MGT 4862 Entrepreneurial and Small Business Experiences 3  
MGT 4867 Managing the Family Business 3

Total Credits Required 9

**EXPLANATION:** Many Baruch students plan to start their own businesses and other have already experienced their own or a family's entrepreneurial venture. To serve the needs of these and other students, the School started a major in Entrepreneurship and Small Business Management. This minor is designed to prepare students for the challenge of conceptualizing, planning, and implementing a vision of a new venture, while allowing students to pursue a major in traditional skills areas such as Accountancy, Finance, Computer Information Systems, or Management. Because these courses are offered on a regular basis, the additional burden on resources will be minimal.

**SAMPLE FORMAT: CHANGE IN DEGREE PROGRAM FOR MODIFICATION OF MINOR REQUIREMENT**

ZICKLIN SCHOOL OF BUSINESS  
RECOMMENDATION TO UNDERGRADUATE CURRICULUM COMMITTEE  
Department of Law, November 4, 2002

**Part A: Academic Matters, Section AI: Change in a Degree Program in minor**

AI.10	CHANGE IN DEGREE PROGRAM Bachelor of Business Administration Modification minor requirement in Real Estate	
FROM:	LAW 3301 The Law of Real Estate Transactions I	3
	PAF 3550 Analytical Skills in Real Estate	3
	REA 4725 Financing Real Estate and Metropolitan Development	3
	One course to be selected from the following three:	
	REA 3702 Real Estate Valuation and Appraisal	3
	REA 3710 Real Estate Management	3
	PAF 3701 Public Regulation of Land Use	3
	Total credits required	12

TO:	Three courses to be selected from the following	
	LAW 3301 The Law of Real Estate Transactions I	3
	LAW 3302 The Law of Real Estate Transactions II	3
	REA 3702 Real Estate Valuation and Appraisal	3
	REA 3710 Real Estate Management	3
	REA 4725 Financing Real Estate and Metropolitan Development	3

**Part A: Academic Matters, Section AI: Change in a Degree Program in minor**

PAF 3375	Housing and Community Development Policy	3
PAF 3550	Analytical Skills in Real Estate	3
PAF 3701	Public Regulation of Land Use	3
Total credits required		9

**EXPLANATION:** First, the existing Real Estate minor consists of four courses. While Baruch has some other four-course minors, we believe that they will be less attractive in light of the new liberal arts minor requirement, since students will have less space available for a business minor.

Therefore, we are reducing the minor to three courses.

Second, the existing minor specifies three of the four courses that students are required to take, which may make the minor undesirable to students because of sequencing and scheduling issues. In particular, REA 4725 has very substantial prerequisites. The changes give the students a wider range of choices. This is similar to other Zicklin minors, which incorporate most 3000-level courses in their disciplines.

Third, we have added two new courses as potential candidates for the minor: LAW 3302 The Law of Real Estate Transactions II and PAF 3375 Housing and Community Development Policy. This will let the minor serve a wider range of student interests and make it easier for students to find courses that will satisfy the minor requirements. The addition of the PAF course further supports the minor's interdisciplinary goals.