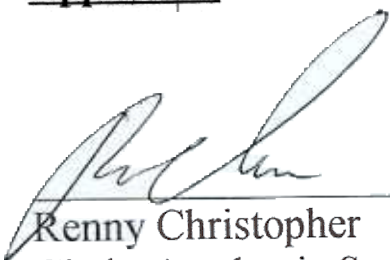


SENATE POLICY 03-11

Motion: to approve the Master of Arts in Business Administration
Passed at the December 9th, 2003 meeting of the Academic Senate.

Approvals:



Renny Christopher
Chair, Academic Senate

2-25-04
Date



Richard Rush
President, CSU Channel Islands

3/2/04
Date

**PROPOSAL TO OFFER A NEW ACADEMIC PROGRAM/ MAJOR IN FALL
2004
(LONG FORM)**

Proposed Name of Degree:	Master of Business Administration (MBA)
Options/ Emphases in the Degree:	
Faculty Proposing New Program:	Ashish Vaidya, Ph.D. William Cordeiro, Ph.D.

Review and Approval:

1. Curriculum Committee Approval:			
Curriculum Chair:		Date:	
2. Academic Senate Approval:			
Chair, Academic Senate:		Date:	
3. Administration Approval:			
President (or designee):		Date:	

PROCEDURE FOR SUBMITTING PROPOSALS FOR NEW PROGRAMS

A campus, in accordance with its approved academic master plan, submits detailed proposals for new degree major programs to the Office of Academic Program Planning for review and approval in the academic year preceding projected implementation. Approval of any degree major program is subject to campus assurances that financial support, qualified faculty, physical facilities and library holdings sufficient to establish and maintain the program will be available within current budgetary support levels. The proposal must follow the format below, and four copies should be sent to Academic Program Planning, Office of the Chancellor.

1. Definition of the Proposed Degree Major Program

- a. Name of the campus submitting the request, the full and exact designation (degree terminology) for the proposed degree major program, and academic year of intended implementation.**

California State University Channel Islands
Master of Business Administration (MBA)
Fall 2004

- b. Name of the department, departments, division or other unit of the campus that would offer the proposed degree major program. Identify the unit that will have primary responsibility.**

Business and Economics Program
Division of Academic Affairs

- c. Name, title, and rank of the individual(s) primarily responsible for drafting the proposed degree major program.**

Ashish Vaidya, Ph.D.
Professor of Economics

William Cordeiro, Ph.D.
Professor of Management

- d. Objectives of the proposed degree major program**

Graduates of CSUCI's MBA will be able to:

- Demonstrate a high degree of proficiency in: oral and written communication skills, interpersonal, analytical, and integrative skills, and in the use of technology
- Demonstrate an awareness of the global environment in which business operates
- Demonstrate an understanding of international competitive forces through strategic formulation for domestic businesses
- Use basic business functions to make managerial decisions
- Analyze business issues using a cross-functional and integrative approach
 - Display a capacity to innovate and to create successful ventures through the preparation of a business plan
- Demonstrate leadership skills in organizational situations
- Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines
- Adapt and innovate to solve problems in an uncertain and unpredictable environment

- e. **Total number of units required for the major. List of all courses, by catalog number, title, and units of credit, to be specifically required for a major under the proposed degree program. Identify those new courses that are (1) needed to initiate the program and (2) needed during the first two years after implementation. Include proposed catalog descriptions of all new courses.**

33-49 semester units required for the MBA

Since CSUCI will only begin admitting graduate students in Fall 2004, all courses are new and will be needed to initiate the program. These courses will be offered during the first two years (and subsequent years) after program implementation. See the following pages for Courses and Catalog Descriptions.

PROGRAM OVERVIEW

Foundations of Business (pre-requisites)	0-16 units
Required Core	24 units
Electives	<u>09 units</u>
TOTAL	33-49 units

Foundations of Business (Prerequisites): 16 units

BUS 500 Economics for Managers	3 units
BUS 502 Quantitative Methods for Decision-Making	3 units
BUS 504 Introduction to Accounting and Finance	4 units
BUS 506 Principles of Management and Marketing	3 units
BUS 508 Business Ethics and Law	3 units

Required Core: 24 units

BUS 510	High Performance Management	3 units
BUS 520	Strategy and Leadership	3 units
BUS 530	Managing Business Operations	3 units
BUS 540	Financial Reporting and Analysis	3 units
BUS 550	The Contemporary Firm	3 units
BUS 560	The Entrepreneurial Manager	3 units
BUS 570	Competing in a Global Environment	6 units

Electives: 9 units

COURSE DESCRIPTIONS FOR CATALOG

BUS 500 Economics for Managers (3)

A course in Economics for MBA students covering material from both microeconomics and macroeconomics. Topics include market structure, demand analysis, consumer behavior, nature of the firm, measuring economic activity, inflation, unemployment, money and banking, and the role of the government.

BUS 502 Quantitative Methods for Decision-Making (3)

Overview of core quantitative skills for effective managerial decision-making. Topics include statistical principles, regression analysis, forecasting, multi-attribute decision-making, benefit-cost analysis, and spreadsheet modeling of businesses cases.

BUS 504 Introduction to Accounting and Finance (4)

Presents an overview of the role of accounting and finance in business. The first part of the course focuses on accounting as the language of business. Topics include basic assumptions and principles of accounting, the content and purpose of financial statements, and uses and limitations of the financial statements. The second part of the course focuses on the role of finance in supporting the functional areas of a business. Topics include time value of money, risk, and capital structure.

BUS 506 Principles of Management and Marketing (3)

Presents an overview of the disciplines of management and marketing. Explains the basic elements of good management practices. Describes the key aspects of effective marketing. Combines management and marketing disciplines through cases, role-play simulations, and computer based simulations that are used to model managers' planning and decision-making processes.

BUS 508 Business Ethics and Law (3)

Presents an overview of the ethical environment for business operations, with a special emphasis on the legal environment. Explores decision-making frameworks for managers in addressing ethical and legal issues that confront modern business organizations.

BUS 510 High Performance Management (3)

Develops the managerial skills that affect individual and group performance in organizations. Topics include managerial communication, team-building, negotiation, conflict resolution, and intercultural management.

BUS 520 Strategy and Leadership (3)

Presents an integrated overview of strategy, strategic planning and strategic management for business leaders. Through the use of complex business cases, analyzes the major elements of strategic management and the interactions among major participants. Special emphasis is given to the role of leadership in the strategic management process.

BUS 530 Managing Business Operations (3)

Builds on previous strategy and leadership courses to develop skills required for managers to operate a business organization. Topics include change management, product design, process selection, quality management, supply chain design, strategy and control. Managing a firm's business operations involves the design, operation and improvement of systems that create and deliver an organization's product and services to customers.

Bus 540 Financial Reporting and Analysis (3)

Provides an understanding of the use of financial information in managing an organization. The course focuses on analyzing and interpreting financial statements, applying analytical tools and techniques to financial statements in order to make sound investment and operating decisions, and applying standard corporate financing models in corporate financial management.

BUS 550 The Contemporary Firm (3)

This course emphasizes the strategic and management issues associated with the effective use of information technology. Topics include information systems & control, databases and data mining, systems development, IT infrastructure and strategy.

BUS 560 The Entrepreneurial Manager (3)

A course that focuses on aspects of starting a new business, with an emphasis on recognizing and creating opportunities. Also develops the managerial skills and perspectives that contribute to innovative and entrepreneurial management in growing and established organizations. Topics include attributes of entrepreneurs and entrepreneurial careers, evaluating opportunities, writing business plans, consumer and market analysis, new product design and development, creativity, innovation, forecasting, resource requirements, financing, and managing new ventures.

BUS 570 Competing in a Global Environment (6)

Acknowledging the global environment in which business operates, this course addresses management concerns for maximum organizational effectiveness in international business. Topics include international market identification, trade practices and policy, legal issues in business, international currency markets, joint ventures, international business strategy, and global management. Intercultural management issues, negotiation, and cross-cultural differences will also be addressed. Students will participate in an international operations simulation that integrates the functional disciplines of business.

- f. List of elective courses, by catalog number, title, and units of credit that can be used to satisfy requirements for the major. Identify those new courses that are (1) needed to initiate the program and (2) needed during the first two years after implementation. Include proposed catalog descriptions of all new courses.**

Elective courses for the MBA are existing upper-division Business courses. No new elective courses are being proposed to initiate the program. Some additional elective courses may be proposed after program implementation. Existing Business courses that may be used to satisfy the electives are given below.

COURSES

Electives in Business

Semester Units			
BUS	410	Special Topics in Business	3
BUS	420	Cases in Strategy	3
BUS	424	Business in Its Social Setting	3
MGT	425*	Management of Educational Organizations	3
MGT	426*	Management of Healthcare Organizations	3
MGT	427*	Management of Not-for-Profit Organizations	3
MGT	428*	Management of Scientific/Technology Organizations	3

*=Has Prerequisites

COURSE DESCRIPTIONS FOR CATALOG

BUS 410 Special Topics in Business (3)

Prerequisites: Senior status or consent of professor

In-depth exploration and analysis of topics significant to the contemporary environment. Includes a major research project based on the local business community.

BUS 420 Cases in Strategy (3)

Prerequisites: Senior status or consent of professor

A case study seminar that integrates functional areas of business into the development and analysis of strategy and strategic planning. An emphasis will be on practical strategic solutions that could reasonably lead to success in the marketplace.

BUS 424 Business in Its Social Setting (3)

Prerequisites: BUS 346 or consent of professor

Analytical and interdisciplinary investigation of the evolution and contemporary status of business, especially relative to its environment – political, social, ethical, legal and economic. The dynamic nature of these environmental elements and their inter-relationships are analyzed through case studies and research projects.

MGT 421 Human Resource Management

Prerequisites: MGT 307

Principles, methods and procedures in the management of human resources. Topics include developing planning objectives for HR management, legal compliance, job analysis, recruiting, selection, training, compensation and employee relations.

MGT 425 Management of Educational Organizations (3)

Prerequisite: MGT 307

Explores the principles of management of organizations and applies them to the unique environment of educational organizations. Topics include design and management of educational programs, goal setting and budgeting, resource management, differentiated staffing, performance measurement and special problems in school administration.

MGT 426 Management of Healthcare Organizations (3)

Prerequisite: MGT 307

Explores the principles of management of organizations and applies them to the unique environment of healthcare organizations. Topics include volatile environment, escalating costs, identification of stakeholders, organizational design, use of technology, quality control, and special issues in healthcare management (bio-ethics, chemical dependency, stress, workforce diversity).

MGT 427 Management of Not-for-Profit Organizations (3)

Prerequisite: MGT 307

Explores the principles of management of organizations and applies them to the unique environment of not-for-profit organizations. Topics include differences with profit-making organizations, identification of stakeholders, organizational and governance structure, financial sources, reward processes and accountability measures.

MGT 428 Management of Scientific/Technology Organizations (3)

Prerequisite: MGT 307

Explores the principles of management of organizations and applies them to the unique environment of scientific/technical organizations. Topics include unique culture and internal work environment, organizational structure that fosters invention and innovation, scientific measures and controls, special ethical issues.

- g. If any formal options, concentrations, or special emphases are planned under the proposed major, explain fully.**

None

- h. Course prerequisites and other criteria for admission of students to the proposed degree major program, and for their continuation in it.**

Students would need to meet University criteria for admission into a graduate program. In addition students would need to meet the admission criteria established for the program. Applicants will be reviewed based upon the following criteria: undergraduate GPA, work experience, GMAT and TOEFL

(for international students) scores, and letters of recommendation. For students who do not have an undergraduate degree in Business, successful completion of the Foundations of Business courses will be a prerequisite to the MBA program. These Foundations of Business courses are listed below. Once admitted into the program, students will be required to maintain a GPA of 3.0 in all coursework attempted at CSUCI as well as a GPA of 3.0 in the program.

FOUNDATIONS OF BUSINESS COURSES

Foundations of Business (Prerequisites): 16 units

BUS 500 Economics for Managers	3 units
BUS 502 Quantitative Methods for Decision-making	3 units
BUS 504 Introduction to Accounting and Finance	4 units
BUS 506 Principles of Management and Marketing	3 units
BUS 508 Business Ethics and Law	3 units

Explanation of special characteristics of the proposed degree major program, e.g., in terminology, units of credit required, types of course work, etc.

The proposed CSUCI MBA supports the University mission. It takes an integrative approach to business and management education. The cohort model provides students with an opportunity to engage in a learning community. There is a focus on entrepreneurship and global business awareness. Opportunities will be made available to participate in service and experiential learning as well as study abroad.

- j. For undergraduate programs, provisions for articulation of the proposed major with community college programs.**

Not Applicable

- k. Provision for meeting accreditation requirements, where applicable, and anticipated date of accreditation request.**

The major accrediting body for this degree is AACSB (Association to Advance Collegiate Schools of Business). Preliminary discussions indicate that a few years of graduates are needed to apply for accreditation. This degree has been designed to meet the new “assurances of learning” standards for AACSB accreditation (as they are presently understood). It should be noted that while the

standards are explicitly stated, “interpretations” are critical in the evaluation for meeting the standards.

2. Need for the Proposed Degree Major Program

- a. List of other California State University campuses currently offering or projecting the proposed degree major program; list of neighboring institutions, public and private, currently offering the proposed degree major program.**

Most other CSU campuses offer an MBA including Cal Poly SLO and CSUN. In addition, two nearby private institutions (California Lutheran, Pepperdine) offer the degree.

- b. Differences between the proposed program and programs listed in Section 2a above.**

The CSUCI MBA Program will provide an opportunity for students in the region to earn an innovative, integrative, and international-oriented degree. Students will have access to a unique program that stresses a cohort model while continuing to take advantage of a convenient evening schedule. The focus on entrepreneurship and international business, as well as opportunities for community-based service learning projects, makes this a distinctive program for Ventura County and the Southern California region.

- f. Professional uses of the proposed degree major program.**

The MBA is a terminal professional degree program. CSUCI’s MBA will develop individuals to work and manage effectively in an increasingly multicultural and global environment. Graduates will assume greater responsibilities in their careers and have access to greater promotional opportunities in both private and public organizations.

- g. The expected number of majors in the year of initiation and three years and five years thereafter. The expected number of graduates in the year of initiation and three years and five years thereafter.**

	<u>Number of Majors</u>	<u>Number of Graduates</u>
Initiation Year	30	0
Third year	100	30

3. Existing Support Resources for the Proposed Degree Major Program

- a. Faculty members, with rank, appointment status, highest degree earned, date and field of highest degree, and professional experience (including publications if the proposal is for a graduate degree), who would teach in the program.**

Dr. Cathy Claiborne, Ph.D. (1994)
Associate Professor of Accounting

Dr. CB Claiborne, Ph.D. (1992)
Professor of Accounting

Dr. William Cordeiro, Ph.D. (1986)
Professor of Management

Dr. Dennis Muraoka, Ph.D. (1981)
Professor of Economics

Dr. Paul Rivera, Ph.D. (2002)
Assistant Professor of Economics

Dr. Ashish Vaidya, Ph.D. (1990)
Professor of Economics

See Faculty CVs attached to the proposal for more information.

This program will require classroom space, library materials, library electronic databases and the use of Information Technology (IT) resources. The IT requirements will not be extensive - mainly PCs for faculty and student use, PC Lab and "smart classrooms" wired for PCs screen projections and Web-based instruction. The Capstone course BUS 570 will require a dedicated PC and high-speed printer. There are no special laboratory needs.

The program assumes the development of campus resources for students, faculty and staff: parking, offices, food service, health services and key academic support resources (admission, advising, records, etc.).

4. Additional Support Resources Required

- b. Any special characteristics of the additional faculty or staff support positions needed to implement the proposed program.**

The program currently has six tenure-track faculty and three lecturers to support the degree. In the future CSUCI anticipates hiring additional tenure track faculty members and lecturers to support the growth of the program.

- c. The amount of additional lecture and/or laboratory space required to initiate and sustain the program over the next five years. Indicate any additional special facilities that will be required. If the space is under construction, what is the projected occupancy date? If the space is planned, indicate campus-wide priority of the facility, capital outlay program priority, and projected date of occupancy.**

The program will use the existing classroom space. In addition, the program will use classroom space being developed during the growth of the CSUCI campus.

- d. Additional library resources needed. Indicate the commitment of the campus to purchase or borrow through interlibrary loan these additional resources.**

No additional library resources needed above the existing CSUCI Library acquisition program. The faculty is working with the Library staff to assure an appropriate level and subject distribution of library resources.

- e. Additional equipment or specialized materials that will be (1) needed to implement the program and (2) needed during the first two years after initiation. Indicate the source of funds and priority to secure these resource needs.**

A site license to run the international operations simulation in the capstone course will be required. The Business and Economics program has sufficient funds to purchase this license. No other new needs beyond those planned during the development of the campus facilities.

5. Abstract of the Proposal and Proposed Catalog Description

MASTER OF BUSINESS ADMINISTRATION (MBA)

CSUCI's MBA program is designed to develop business leaders capable of working in an increasingly multicultural and global environment. Key elements include:

- Learning Community/Cohort Experience
- Evening Classes
- Online Foundations of Business courses
- Focus on International Business and Entrepreneurial Innovation
- Study Abroad Option
- Real-World Orientation

The MBA Curriculum

The curriculum is comprised of three parts: Foundations of Business (0-16 semester units), Required Core (24 semester units), and Electives (9 semester units) for a total of 33-49 semester units.

Foundations of Business

The Foundations of Business courses provide the theoretical concepts and quantitative tools that are the basis for making business decisions. These courses are designed to provide students with a general understanding of accounting, economics, finance, ethics and law, statistics, management, and marketing. Some or all of these courses may be waived depending upon the applicant's undergraduate degree and coursework. Students with a bachelor's degree in business from CSUCI or from other accredited institutions within the last 10 years will have met the Foundations of Business requirements. Individual business courses taken as an undergraduate student at CSUCI or another institution may also meet specific Foundations requirements.

Upon acceptance to the program, a student's transcripts will be reviewed for completion of the necessary coursework for mastery of the Foundations of Business. A grade of "C" or better is required to meet the criteria.

Required Core

The core MBA courses are presented in a cross-functional, integrative manner that provides a comprehensive view of the structure of business operations. Students learn to view and analyze business problems from a variety of perspectives. The seven core courses provide the skills and competencies students will need to be effective business leaders in the 21st century.

A distinguishing aspect of the MBA Program is that in the first two semesters, coursework is taken in a cohort model that facilitates the development of a learning community. The program focuses on entrepreneurship and global business awareness.

Several courses will involve students in service-learning through community-based projects.

In addition, the Capstone Course BUS 570 will provide students with the opportunity to integrate their knowledge through an International Operations Simulation exercise.

Electives

Upon advisor approval, students will choose 9 additional units of upper-division or graduate level courses.

CONTACT INFORMATION

Ashish Vaidya, PhD

Professor of Economics

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Email: ashish.vaidya@csuci.edu

PROPOSED COURSE OF STUDY:

Year One

Fall Semester

BUS 510 (3)

BUS 520 (3)

Spring Semester

BUS 530 (3)

BUS 540 (3)

Year Two

Fall Semester

BUS 550 (3)

BUS 560 (3)

Spring Semester

BUS 570 (6)

Year Three

Fall Semester

Elective 1 (3)

Elective 2 (3)

REQUIREMENTS FOR THE MASTER OF BUSINESS ADMINISTRATION (MBA):

Foundations of Business (pre-requisites)	0-16 units
Required Core	24 units
Electives	<u>09 units</u>
TOTAL	33-49 units

Foundations of Business: 16 units

BUS 500 Economics for Managers	3 units
BUS 502 Quantitative Methods for Decision-making	3 units
BUS 504 Introduction to Accounting and Finance	4 units
BUS 506 Principles of Management and Marketing	3 units
BUS 508 Business Ethics and Law	3 units

Required Core: 24 units

BUS 510	High Performance Management	3 units
BUS 520	Strategy and Leadership	3 units
BUS 530	Managing Business Operations	3 units
BUS 540	Financial Reporting and Analysis	3 units
BUS 550	The Contemporary Firm	3 units
BUS 560	The Entrepreneurial Manager	3 units
BUS 570	Competing in a Global Environment	6 units

Electives: 9 units

Choose from:

BUS 410	Special Topics in Business	3 units
BUS 420	Cases in Strategy	3 units
BUS 424	Business in Its Social Setting	3 units
MGT 425	Management of Educational Organizations	3 units
MGT 426	Management of Healthcare Organizations	3 units
MGT 427	Management of Not-for-Profit Organizations	3 units
MGT 428	Management of Scientific/Technology Organizations	3 units

COURSE LIST:

From above descriptions