

MBA, Organizational Leadership and Change Management, and School District Business Leader

ACCELERATED COURSE OF STUDY

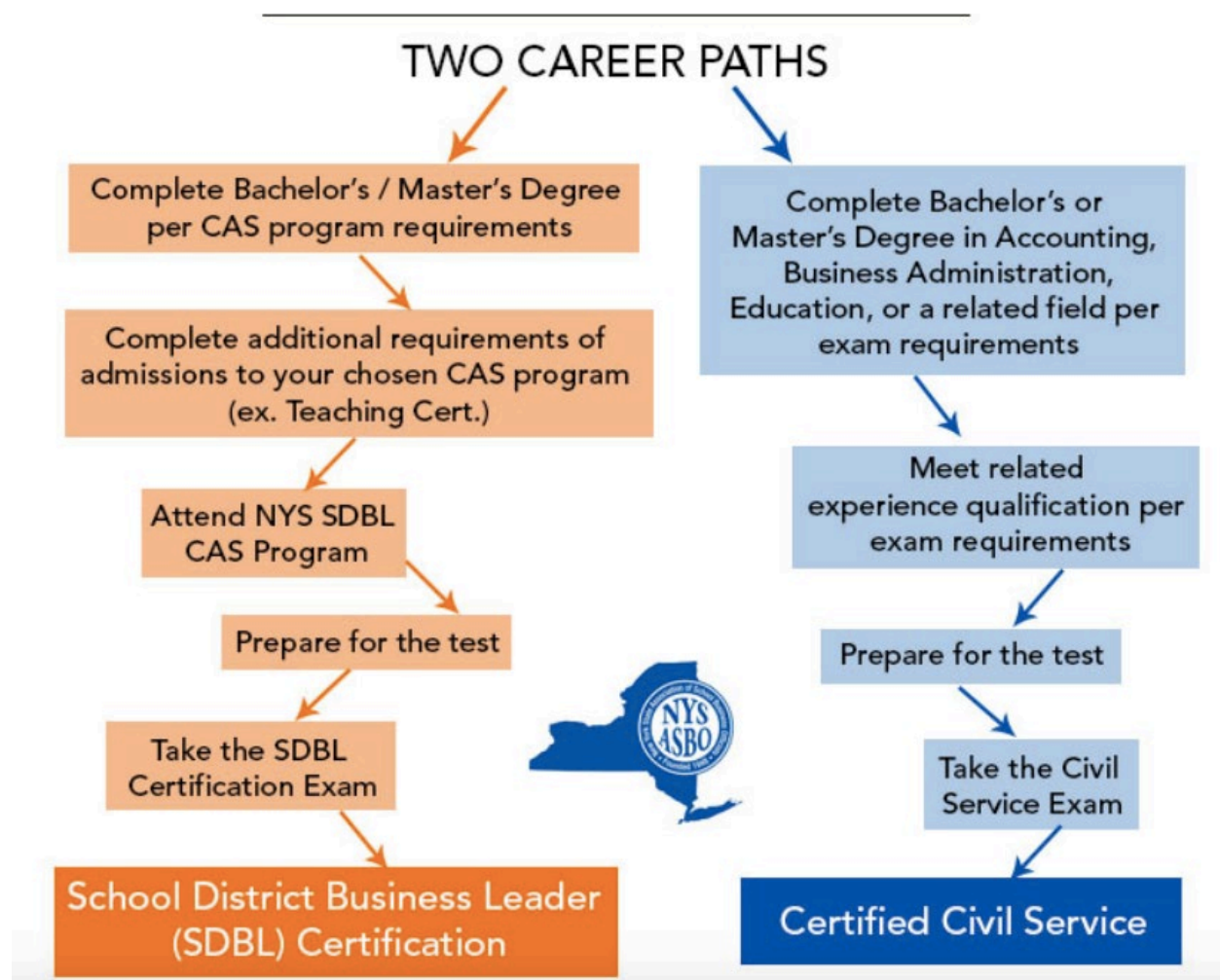
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Statement of Need and Opportunity

Students pursuing the School District Business Leader Program are those seeking to become school district business officials. As prescribed by NYS, they have one of two pathways to achieve this goal:



The pathway on the left provides higher remuneration and a career path with additional options, such as Assistant Superintendent for Business, Assistant Superintendent for Support Services, etc. School district business leaders are typically the chief financial officers of school districts and often manage a broad range of non-instructional functions, such as budgeting, accounting, facilities management, information technology, procurement, human resources (personnel) management, labor negotiations, food service and transportation. Candidates interested in this program would typically be treasurers in the public sector. In the private sector, they may serve in a similar position, for instance, in a local government or city office.

The pathway on the left also requires a master's degree; for the pathway on the right, most students obtain an accounting degree. The accounting degree is not an accepted alternative to a master's in business, or a master's in accounting. Furthermore, to receive the NYS certification in SDBL, students are required to have completed 60 graduate credits. They are also required to complete a 600 - hour internship. Our current inquiries for the combined MBA/SDBL degree are those with the accounting background who are seeking certification in NYS for SDBL.

Over the course of the past year, there have been inquiries from potential SDBL students about the prerequisite requirement of the SDBL program, especially the requirement of a master's degree. The number of these inquiries were significant enough that the need was mentioned to Daniel Gallagher who then approached both John Dion and Deb Shea about the potential of a combined program.

Simultaneously, Daniel also approached Drs. Margaret McLane and Terri Ward about the addition of a second cohort annually for the SDBL program given the current level of interest. This was approved and the second cohort was added in September 2019. Although advertising began late, the cohort was quickly filled with twelve students (15-18 is the maximum given the online environment with weekly synchronous classes) with steady applications already occurring for the January 2020 cohort.

Given these two program alterations, in addition to the anticipated vacancies in public school business offices across the state, there is an opportunity to create a pipeline for the SDBL program retaining students for the full 60 credits.

Program Descriptions

Master's in Business Administration (MBA)

The MBA program provides students with the skills and knowledge to become effective managers in today's rapidly changing and competitive business environment. Professionally accredited by the Association of Collegiate Business Schools and Programs, the program provides a solid foundation in the core business disciplines. Core courses emphasize the development of managerial skills, preparing students to lead, motivate, communicate, and interact effectively with customers, employees, and the community. Through electives, students have an opportunity to develop a more in-depth understanding of accounting, marketing, finance, human resources, or technology.

Organizational Leadership and Change Management (OLCM) Advanced Certificate

The Advanced Certificate in Organizational Leadership and Change Management (OLCM) is designed for graduate students interested in understanding leadership and change management in organizations. Enhancing knowledge of organizational structure, governance, and change and development, as well as improving managerial and leadership skills are essential for success in the competitive business environment. The Advanced Certificate in OLCM will prepare students to further their careers in a variety of organizations.

School District Business Leadership (SCBL) Advanced Certificate

The School District Business Leader (SDBL) advanced certificate program prepares students to assume school business and school financial district wide leadership roles including Business Administrator, Director of Finance or Business, or Assistant Superintendent for Finance or Business. The program prepares students with a broad perspective on school leadership and improving student outcomes using resources efficiently and effectively. An administrative internship in a school district business or financial office over one to two semesters is the capstone activity. In meeting New York State internship requirements, the internship must include a minimum of 600 hours for this field based experience. The program may assist students in locating a school district business office internship placement. The 24 credit hour program leads to New York State certification as a School District Business Leader (SDBL) after meeting other state certification requirements.

MBA – Courses Required

The following tables outlines the course requirements for the MBA program.

MBA Requirements		
Course	Required/Elective	Credits
ACC 522 Cost Accounting	Required	3
MBA 516 Management Communications & Social Responsibility	Required	3
MBA 517 Organizational Behavior & Maagement	Required	3
MBA 555 Managerial Economics	Required	3
MBA 582 Human Resources Management	Required	3
MBA 635 Marketing Management	Required	3
MBA 640 Managerial Finance	Required	3
MBA 660 Production & Quality Management	Required	3
MBA 690 Strategic Management	Required	3
MBA Elective	Elective	3
MBA Elective	Elective	3
MBA Elective	Elective	3
Total Credits		36

Organizational Leadership and Change Management Adv. Certificate – Courses Required

The following tables outlines the course requirements for the Organizational Leadership and Changed Management Advanced Certificate.

Organizational Leadership and Change Management Advanced Certificate Requirements		
Course	Required/Elective	Credits
MBA 583 Leadership and Organizational Change	Required	3
MBA 584 Management: Skills Based Approach	Required	3
MBA 585 Manage Effective Teams	Required	3
MBA 594 Corporate Governance and Trust	Required	3
MBA 595 Managing Organizational Development & Change	Required	3
Total Credits		15
Note: Applicants without a business degree or coursework in management communications and organization behavior may be required to take MBA 516 (Management Communications & Social Responsibility) and MBA 517 (Organizational Behavior) before registering for certificate courses.		

School District Business Leader Adv. Certificate – Courses Required

The following tables outlines the course requirements for the School District Business Leader Advanced Certificate.

School District Business Leader Advanced Certificate Requirements		
Course	Required/Elective	Credits
EDA 506 Intro to Ed Lead & Adm - SDBL	Required	3
EDA 541 Education Law for SDBL	Required	3
EDA 543 Personnel Administration	Required	3
EDA 551 SDBL School Finance	Required	3
EDA 589 SDBL Finance & Practice	Required	3
EDA 591 SDBL Sem: Crit Issues in ELA	Required	3
EDA 596 Sch Business Ldr Intern 1	Required	3
EDA 597 Sch Business Ldr Intern	Required	3
EDU 602 Violence Prevention	Required	0
EDU 603 Child Abuse Prevention	Required	0
EDU 611 Dignity For All Students	Required	0
Total Credits		24

Course Alignment – MBA, OLCM, & SDBL

The following tables aligns the overall course content among the MBA, OLCM, and SDBL programs. Please note that the total credits currently required for students pursuing both the MBA and the Leadership certificate is 42 because the three of the required Leadership courses count as electives for the MBA program. Therefore, the total number of credits required for all three programs is 66, six more than required by the state. The following section shows two additional course substitutions, bringing the accelerated course of study to 60 credits.

MBA/SDBL Program with certification in Organizational Leadership								
MBA			Organizational Leadership & Change Management			SDBL		
Course Description	Req/Elect	Credits	Course Description	Req/Elect	Credits	Course Description	Req/Elect	Credits
MBA 516 Management Communication & Social Responsibility This course covers concepts in business ethics along with the development of skills and knowledge related to management communication.	Req	3						
MBA 517 Organizational Behavior and Management An examination of the theoretical bases of individual, group, and organizational processes. Emphasis will be on the analysis of various business situations and the application of theory to the practical resolution of individual, team and organizational issues. Topics include: cognitive processes and biases, managing diversity, group processes, individual and group decision-making techniques, motivation, leadership, power, and organizational culture, design, and change.	Req	3						
ACC 522 Budgeting and Cost Analysis A managerial approach and a systems focus provide the student with a basic understanding of the power and limitations of cost systems and their role in a strategic organizations. Traditional budgeting and cost topics are extended to activity-based and enterprise systems models. Theory and original analysis are reinforced through manual applications, computer based applications, computer based presentations and projects. Prerequisite: MBA 511 or equivalent and Excel knowledge.	Req	3				EDA 551 School Finance A study of the legal areas of school districts with an emphasis on school finance, business operations, types of school organizations in New York State and their structure and functions; employer/employee relationships and their legal ramifications; student rights and student discipline; due process and equal protection clauses of the 14th Amendment, and procedural and substantive due process. This is a core requirement for the M.S. (School District Business Leader major) and the School District Business Leader certification program.	Req	3
MBA 555 Managerial Economics A study of the allocation of resources available to the firm and the activities of the firm. The course emphasizes the use of descriptive, geometric, mathematical, statistical and economic models in clarifying problems in organizing and evaluating information, as well as comparing alternative courses of action. Prerequisite: MBA 508 and 509 (or equivalent).	Req	3						
MBA 582 Human Resource Management An examination of the management of human resources. Special attention will be given to: problems in evaluating abilities and performance; effective recruitment and selection; compensation techniques; developing the organization's human resources. Emphasis is placed on the dynamic environment of employment law and the quantitative models used to assist the manager in the decision process.	Req	3				EDA 543 School Personnel Provides the insights and competencies necessary for the educational administrator to manage both instructional and non-instructional staff members; focus will be on establishing a positive, productive relationship with staff in an effort to achieve the organization's goals as effectively and efficiently as possible; attention will be given to contract administration and to the specific personnel functions of planning, recruiting, selection, induction and appraisal.	Req	3
MBA 635 Marketing Management The course begins with a review of fundamental marketing concepts and then progresses to the study of market-oriented decision making. Students learn how to analyze the overall market, evaluate competitive position, create a marketing plan, and evaluate the success of that plan. Topics include: operationalizing customer value, market analysis, portfolio analysis, and strategic marketing planning. Students will put marketing theories into practice by creating an actual marketing plan and/or through a computer simulation.	Req	3						
MBA 640 Managerial Finance A study of the theory and process financial managers utilize in making financial decisions, the effect of these decisions and the process of selecting the most appropriate alternatives for the specific situation at hand. Topics include: budgeting of funds and analysis of financial requirements; formulations of debt policy; decisions for optimum capital structure; determination of influences on the cost of capital; capital budgeting techniques; and risk leverage and break-even analysis. Students will use spreadsheet packages. Prerequisite: MBA 511, or equivalent, and competency in spreadsheet software.	Req	3				EDA 589 Finance and Practicum This course provides a comprehensive overview of the various school district operations including the business office, budgeting, maintenance, transportation, insurance and food service. Students will be expected to select, review and analyze a school operation for efficiency and effectiveness. Major topics include: Various budget types/formats, universal coding systems, revenue forecasting techniques, enrollment projection methodologies, state aid projections, capital project management, regulatory requirements, roles and responsibilities, purchasing and accounts payable, facilities management, risk management, and leadership in the various areas of a typical school business leader.	Req	3
MBA 660 Production and Quality Management This course seeks to develop students' abilities to recognize, model, and solve problems inherent in production and service environments. The course will emphasize the concepts and techniques that are useful in making decisions on production facilities and capacity, choices of technology and equipment, process design, and the scheduling and control of operations activities. Specific topics include product and process design, quality management, linear programming, decision analysis, queuing theory, forecasting, and inventory models. The goal is to make the students aware of the importance of operations management in today's business environment, as well as quantitative methods of analysis. Course includes utilization of computer-based techniques and applications. Prerequisites: MBA 509, or equivalent, and competency in spreadsheet software.	Req	3						
MBA 690 Strategic Management A final course designed to provide a cohesive framework leading to the achievement of organizational effectiveness. Emphasis is on the role of the general manager in identifying problems and solutions through the application of appropriate methods. The course develops ways of perceiving opportunities from an analysis of evolving environmental trends, understanding company resources, and integrating skills and opportunities in setting strategy and detailed plans. An integrative course that draws on the tools and techniques learned in other graduate courses and which are needed to develop practical, company-wide general management decisions. The course uses extensive case analysis. The capstone course must be completed with a grade of B or better. Prerequisites: all non-elective courses must be completed or taken concurrently.	Req	3						

MBA/SDBL Program with certification in Organizational Leadership								
MBA			Organizational Leadership & Change Management					SDBL
Course Description	Req/Elect	Credits	Course Description	Req/Elect	Credits	Course Description	Req/Elect	Credits
MBA 699 Grauate Internship	Elective	3				EDA 596/597 Internship This 600 hour administrative internship is required for students in the School District Business Leader programs. An individually arranged experience in selected school business and/or district offices or educational organizations, under the supervision of an experienced certified business administrator and/or supervisor (SDBL, SDL, SBA, SDA, SBL); experiences will include, but not be limited to, planning, implementing and evaluating in the areas of budget, finance policy, contracts, property management, staff development, personnel, community relations, management, legal issues, personal/professional, development, etc.. Interns regularly participate in an on-line seminar that provides in-depth discussion and integration of administrative and supervisory issues and concerns for students actively involved in an internship experience. In addition to formal input from the instructor, students have the opportunity for the regular exchange of ideas and experiences.	Req	6
MBA Elective	Elective	3				EDA 591 Critical Issues in School Business Discussion of current problems and issues in educational leadership and administration with an emphasis on finance, budget and school operations. Topics may include: alternative models for funding schools; business operational mergers and shared services; school restructuring; school climate; crisis management; and other emerging topics or areas of interest to students and instructor.	Req	3
MBA Elective	Elective	3	MBA 594 Corporate Govern & Trusts This course is designed to introduce students to Corporate Governance and the development of trust. Using class discussion, case studies, and projects, students will learn how to apply effective governance practices and build trust throughout their career.	Req	3	EDA 541 School Law for SDBL A study of the legal areas of school districts with an emphasis on school finance, business operations, types of school organizations in New York State and their structure and functions; employer/employee relationships and their legal ramifications; student rights and student discipline; due process and equal protection clauses of the 14th Amendment, and procedural and substantive due process.	Req	3
MBA Elective	Elective		MBA 583 Leadership & Organiz Chng This course is designed to introduce students to the concept of organizational leadership. Through examination of different theories and conceptualizations of organizational leadership, students will gain insight into different perspectives on this topic. Using discussion, case studies, and projects, students will analyze theories of organizational leadership and learn how to apply these theories in their own professional lives.	Req	3	EDA 506 Principles of Leadership An overview of administrative and organizational theory applied to the educational environment with an emphasis on finance and operational systems. Provides students with a theoretical and historical understanding of educational goals, structures, politics, governance, financing and relations with internal and external constituencies. Emphasis is placed on school business and operational administrative competencies and planning for effective change and efficient use of resources aligned to educational goals. Students work on their personal Professional Development Plans which they directly link to national and state education leadership standards and practices. Work on these plans continues throughout the program. Students are expected to review school programs and operations at school sites they select. This is a core requirement for the School District Business Leader certification program.	Req	3
MBA Elective	Elective		MBA 584 Managemnt-Skills-based Approach Students will be introduced to critical skills that offer an advantage for those who are or will be in a position of leadership. The course is founded in behavioral theory and inquiry. Areas such as complex human decision-making, power and politics, labor relations and interpersonal dynamics within organizations will be the focus. Throughout the course students will analyze and evaluate real-world scenarios that will prepare them to strategically manage the routine and the unexpected challenges with which contemporary leaders often contend.	Req	3			
MBA Elective	Elective		MBA 585 Manage Effective Teams An interactive exploration of organizations and what it takes to manage. Few (if any) management researchers disagree with the observation that organizations (private and public) are undergoing tremendous changes that directly challenge existing ideas about management method and expectations. This course will explore this changing workplace from the management perspective, which is essentially 'team' based from the very highest echelons to the production floor. What is changing; what does it mean; and how will managers succeed in this new environment?	Req	3			
MBA Elective	Elective		MBA 595 Managing Organiz Devel & Chng In this course we will examine what leaders, workers, and OD practitioners do as they implement and manage organizational development programs through planned, systematic, long-range efforts focused on the organization's culture and its human and social processes. The course will provide both a conceptual and experiential approach to the study of organizational development with a focus on developing interpersonal skills. Emphasis will be placed on data collection, synthesis, implementation management and evaluation.	Req	3			
Program Credits		36			15			24

MBA/OLCM/SDBL – Proposed Course Substitutions

This proposal includes three possible course substitutions in order to create the 60-credit accelerated course of study prospective students need. Students will choose two of these three possible course substitutions. The table below outlines these substitutions. Students take the courses highlighted in green rather than the courses in yellow.

MBA	Organizational Leadership & Change Management	SDBL
MBA Elective	MBA 583 Leadership and Organizational Change	EDA 506 Principles of Leadership
MBA Elective	MBA 584 Management: Skills-Based Approach	EDA 591 Critical Issues in School Business
MBA Elective	MBA 594 Corporate Govern and Trusts	EDA 541 School Law for SDBL

Recommended Plan of Study

Candidates will complete the MBA and OLCM programs prior to completing the SDBL, although students will take SDBL courses in the process. Students may take one to four courses a semester while completing the MBA and OLCM programs. MBA and OLCM courses may be taken in any order with one exception. Students take MBA 690 Strategic Management during their final semester in the MBA program. Required MBA courses are offered fall, spring, and summer. OLCM courses are offered as follows:

- MBA 584 – Fall only
- MBA 583 – Spring only
- MBA 585 – Spring only
- MBA 594 – Summer only
- MBA 595 – Summer only

As noted above, it is recommended that students pursue coursework in the MBA program first. At the point when relevant course substitution/electives are decided upon, the student will meet with the Program Coordinator of the SDBL program to discuss entry into a specific cohort in the program in January or September. It must also be noted that depending on when the student enrolls in this SDBL/MBA elective course, the prescribed sequence of the SDBL courses may be interrupted and result in a semester with the candidate completing one course with their cohort instead of two. Student introduction into their cohort will occur through a scheduled online meeting with their cohort members in order to familiarize the student with members of their cohort.

Admissions

Students in the combined MBA/OLCM/SDBL course of study must be admitted to all three programs simultaneously. The MBA program coordinator admits the candidate to the MBA and OCLM programs. The SDBL program coordinator admits the candidate to the SDBL program.

The admissions standards for the MBA program are as follows.

- GPA of 3.0 OR
- GPA or GPA equivalent of between 2.65 and 2.99 plus GMAT: verbal 21, quant 35, writing 4.0; GRE (Business): verbal 145, quant 148, writing 3.5. OR
- GPA or GPA equivalent of between 2.65 and 2.99 plus a minimum of five years of relevant work experience as determined by faculty reviewing the application
- GPA or GPA equivalent of below 2.65 rejected unless faculty reviewing the application believes that there are extenuating circumstances that increase the likelihood that the candidate will be successful in the program
- Non-native English speakers must provide a score of 6.0 on the IELTS OR equivalent the PTE OR on the TOEFL iBT.

While there are no prerequisites for the MBA program as a whole there are prerequisites for specific courses in the program. These prerequisites are as follows.

- Prerequisite – UG OR G Statistics, e.g., MAT 184 OR BUS 280 OR equivalent, minimum grade C before taking MBA 555, MBA 660
- Prerequisite – UG OR G Algebra, e.g., MAT 180 OR equivalent, minimum grade C before taking MBA 555
- Prerequisite – UG OR G Accounting, e.g., ACC 121 OR ACC 122 OR equivalent, minimum grade C before taking ACC 522, MBA 640

While there are no prerequisites for the SDBL program as a whole there are recommendations as follows.

- Verification of a minimum of five years of relevant work experience as determined by faculty reviewing the application in public or private financial organizations
- GPA of 3.0 or higher in undergraduate study, OR other relevant evidence that suggests this candidate will be successful as judged by the faculty reviewing the application.

In order to be admitted to this accelerated course of study students must meet the higher standard for each program. This standard is as follows:

- GPA of 3.0 or higher
- Prerequisite – UG OR G Statistics, e.g., MAT 184 OR BUS 280 OR equivalent, minimum grade C before taking MBA 555, MBA 660
- Prerequisite – UG OR G Algebra, e.g., MAT 180 OR equivalent, minimum grade C before taking MBA 555
- Prerequisite – UG OR G Accounting, e.g., ACC 121 OR ACC 122 OR equivalent, minimum grade C before taking ACC 522, MBA 640

Advising

Students in this accelerated course of study have two advisors, the MBA Program Coordinator and the SDBL Program Coordinator.