

**College of Letters and Science Faculty Document 1007
March 10, 2017**

Recommendation of the Advisory Committee for Global Studies, the Faculty of the Lubar School of Business, and the L&S Academic Policies and Curriculum Committee to Approve an Integrated Global Bachelors of Arts/Master of Business Administration degree

Recommendation:

That the L&S Faculty recommend to the Dean approval of an Integrated Global Studies BA/MBA degree

Rationale:

The five-year Global Studies-Global Management BA/MBA curriculum can fulfill changing and growing needs in the market for graduates with a unique combination of globalization studies, cross-cultural communication skills development, foreign language acquisition, and business knowledge. Students in this program will be prepared to be highly effective leaders and innovators in global business.

**Integrated Bachelor of Arts Global Studies, Global Management Track/
Master of Business Administration Degree Program Proposal**

I. Overview

The Global Studies BA Degree Program and the Lubar School of Business propose here a five-year BA in Global Studies/Global Management Track and Master of Business Administration (Global Studies-Global Management BA/MBA). This proposed degree program would combine a BA with a pre-professional focus (global management) with an MBA.

II. Purpose and Goals

The proposed degree program is best suited to meet the academic and professional goals of students arriving at UWM having already taken a year of a foreign language. The curriculum is also appropriate for students who begin their foreign language study in their first semester at UWM, taking designated Global Studies BA and general education requirement courses. Its goal is to train students in a rigorous academic and professional program of globalization studies and business administration.

III. Need and Justification

Globalization has thoroughly reshaped the needs of businesses which are more than ever looking to hire employees with international experience and a global perspective. In 2011, the International Globalization of Management Education Task Force established by the Association to Advance Collegiate Schools of Business (AACSB), published a significant report describing the imperative for business schools to become more global: “Through significant curricular change and the development of collaborations that cross the globe, business schools must create an educational experience that develops global leaders who can react swiftly and effectively to far-reaching shifts in international economic dynamics.”¹

This call for global learning within business management education is a response to the reality of growth in international business. As reported in the Harvard Business Review, “More than half of Google’s revenue (57%) now comes from outside the United States. Apple has a similar split, with 60% of its 2014 fourth-quarter revenue accounted for by international markets.” The same study details the international make-up of successful companies and the need for employees to be prepared for cross-cultural partnerships and a multicultural workplace.² Today’s companies, if not already engaged in strategic global thinking, are developing global strategies and looking for new hires with international skills and global insight. In a survey of 786 senior executives who participated in the annual World’s Most Admired Companies (WMAC) rankings, 73% of respondents reported that a plan for responding to increasing globalization is either already being implemented or is approved and near implementation. Further, “86% of WMAC respondents indicate that leaders in their companies are currently effective in managing with a global perspective.”³

The Global Studies-Global Management BA/MBA program will allow some of our most skilled undergraduates to undertake graduate study, completing in five years what is a normal program time of six years. The five-year Global Studies-Global Management BA/MBA curriculum can fulfill changing and growing needs in the market for graduates with a unique combination of globalization studies, cross-cultural communication skills development, foreign language acquisition, and business knowledge. Students in this program will be prepared to be highly effective leaders and innovators in global business.

There have been an increasing number of five-year BA/MA degrees offered by US universities, and Global Studies and the Lubar School of Business would like to launch a similar program at

¹ Report of the AACSB International Globalization of Management Education Task Force, “Globalization of Management Education: Changing International Structures, Adaptive Strategies, and the Impact on Institutions” (Emerald Group Publishing Limited, 2011).

<http://www.aacsb.edu/~media/AACSB/Publications/research-reports/AACSB%20Globalization%20Of%20Management%20Education%20Task%20Force%20Report%20-%202011.ashx>

² Nataly Kelly “7 Traits of Companies on the Fast Track to International Growth.” Harvard Business Review. March 6, 2015. <https://hbr.org/2015/03/7-traits-of-companies-on-the-fast-track-to-international-growth>

³ Mark Royal and Mel Stark, “The most admired companies are more global than ever. Here’s why.” Fortune. February 19, 2015 <http://fortune.com/2015/02/19/wmac-globalization2-0/>

UWM. This program could be expected to attract highly motivated students who might not otherwise consider attending UWM.

In addition to its feasibility, this proposal has several other advantages. It would:

- give students additional direction and motivation during their undergraduate years, and help the department identify and more closely mentor academically gifted students;
- reduce the time needed by students to complete an MBA, and thereby reduce the students' financial costs;
- offer students who might not have considered graduate school the option of experiencing graduate study;
- help recruit students from UWM to the MBA program, and thus increase enrollments in both undergraduate and graduate courses; and
- allow students to combine an academic program of study with a professional degree, which would not only better prepare them for continued advanced study at the doctoral level, but which would enhance their marketability in the global job market.

Our proposal makes use of existing courses and faculty, and is based on a set of requirements in the first three years of study that will prepare students to do more advanced work in upper-division undergraduate and graduate courses during their final two years at UWM.

IV. Administrative Structure

A. Program Co-Coordinators

1. Appointment of Co-Coordinators

The Coordinator of Global Studies will work closely with the Lubar School of Business Dean's Designee to oversee this program. These individuals will serve as Co-Coordinators of the Global Studies-Global Management BA/MBA.

2. Duties of the Co-Coordinators

a. Administration

- 1) Serve as the official channels of communications for all matters affecting the coordinated program between the program and the Chancellor, the Deans and Associate Deans, and other university officials or departments;
- 2) Call meetings of the Advisory Committee and participating faculty members regarding program matters, as necessary;
- 3) Have charge of all official correspondence of the program faculty, and of all program faculty announcements in the catalog or other University publications, in consultation with relevant participating departments and programs;

- 4) Conduct program evaluation, review and assessment in consultation with participating departments and programs;
- 5) Determine that all necessary records of the program are stored properly and always accessible to relevant parties;
- 6) Report to the Deans regarding the activities and needs of the program in an Annual Report prepared in consultation with relevant participating departments and programs;
- 7) Promote program courses and activities at appropriate university events;
- 8) In general, act as the executives of the program faculty.

b. Outreach

- 1) Coordinate and schedule outreach and development activities with the Advisory Committee, including, but not limited to, the Graduate School Open House, and events sponsored by other departments and programs;
- 2) Ensure accuracy of program information in the Graduate Bulletin and Undergraduate Catalog as well as other University publications;
- 3) Spearhead development of student relations, from prospective students to alumni;
- 4) Develop ways to increase the visibility of the Program, including outreach to high school teachers and counselors.

c. Curricular Development

- 1) Coordinate curricular innovations in collaboration with the Advisory Committee;
- 2) Conduct regular curricular reviews in collaboration with the Advisory Committee;
- 3) Coordinate academic program requests for action by appropriate committees and the Deans.

d. Student Advising

- 1) Offer academic advising for students in the Program, such advising being provided by the Global Studies Advisors for students at the BA level, and for students at the MBA level, the Lubar School of Business MBA Advisors;
- 2) Offer career advising for students in the Program, and for students at the MBA level, write letters of recommendation.

B. Advisory Committee

1. *Membership*

The Program Advisory Committee shall consist of a maximum of six members representing participating units, including the Co-Coordinators, with at least three members who are faculty or academic staff from the Lubar School of Business. Members of the Advisory Committee serve for a three-year term on a staggered basis, and may serve more than a single term. Co-Coordinators will strive to include two student

representatives (one undergraduate from Global Studies and one graduate from the Lubar School of Business) to serve a one-year term (they may serve more than a single term).

2. *Duties*

- a. The Program Advisory Committee shall assist the Co-Coordinator in the development of curriculum, outreach activities, and policies and procedures regarding student advising, programmatic assessment, and review.
- b. The Program Advisory Committee shall participate in outreach activities, and when necessary, student advising and programmatic assessment and review.

3. *Meetings*

The Program Advisory Committee shall hold regular meetings, at least one per semester, and additional when necessary.

V. Academic Program

A. Goals

- 1) to provide students with advanced training that would better prepare them for employment related to global management;
- 2) to give students additional direction and motivation during their undergraduate years, and help the department identify, recruit, and more closely mentor academically-gifted students;
- 3) to reduce the time needed by highly motivated students to complete an MBA and thereby reduce the students' financial costs;
- 4) to help recruit and retain undergraduate students from UWM to the MBA program and thus increase enrollments in both undergraduate and graduate courses;
- 5) to allow students to combine an academic program of study with a professional degree, and enhance their marketability.

B. Student Learning Outcomes

In order to assess the degree to which the Program is achieving its goals, the following student learning outcomes have been approved for the Program. These student learning outcomes follow those already in place for Global Studies BA degree students and for graduate students in the MBA.

Global Studies has identified the following Student Learning Outcomes at the Undergraduate level:

- **Global Management Track**
 - Students will apply cultural and contextual sensitivity to real business situations.
 - Students will understand and analyze the cultural, economic, social, and historical factors affecting the global business environment.

- **Internship:** Students will evaluate independently conceived goals and apply cross-cultural work experiences to global careers.
- **Study Abroad:** Students will apply cultural competence skills in study abroad.

The Lubar School of Business has identified the following broad Student Learning Outcomes at the Graduate level:

- Students will demonstrate knowledge of the global business environment.
- Students will be able to apply current business technologies.
- Students will be effective communicators.
- Students will demonstrate sound analytical and critical thinking ability.
- Students will demonstrate knowledge of ethical behavior.

C. Programmatic Assessment and Review

The Co-Coordinator will conduct a review of the Program's learning outcomes on an annual basis and, each year, formally assess the extent of its success in achieving at least one outcome each from the Global Studies and MBA outcomes. The assessment tools utilized will be the same as those employed by the Global Studies program and the MBA, respectively.

At the Undergraduate level, **Global Studies** makes use of the following direct assessment tools for evaluating majors: rubrics to assess capstone final project, study abroad assessment assignment (includes development of learning goals, and choice of video, structured interview, or reflection paper), and internship portfolio, along with a mandatory exit survey.

At The Graduate level the MBA program utilizes a number of assessment methods to track progress on the stated goals and learning objectives including, multiple-choice questions from exams, videotaped presentations, and individual written assignments and case analyses.

On an annual basis, the Co-Coordinator will compare students who have completed the MBA with a three-year BA as opposed to a four-year BA in order to measure whether the former are performing as well as those coming to graduate studies with a four-year undergraduate degree.

Please see Appendix B for more detail.

VI. Administration of the Program

As stated above, the proposed five-year Global Studies-Global Management BA/MBA will be administered jointly by faculty members from the Global Studies program and the MBA, with the Coordinator of Global Studies and the Lubar School of Business Dean's Designee serving as Co-Coordinators of the integrated BA/MBA program. Advising at the undergraduate level will be done by the Global Studies Advisors in the Center for International Education (CIE), and at the graduate level, by the MBA Advisors. The Coordinator of Global Studies and the Lubar School of Business Dean's Designee will serve as points of reference for prospective and current students.

A. Student Selection

Available to Global Studies BA/Global Management Track students only, this program allows students to complete a BA and MBA in five years instead of six, with three years of undergraduate coursework, and two years devoted exclusively to graduate work.

The program is open to students who have:

- achieved junior status;
- declared the Global Studies BA/Global Management Track;
- a cumulative undergraduate GPA of 3.25 or better, and a GPA of 3.5 or better in the courses counting towards the Global Studies BA (including their language courses);
- completed at least 60 of their undergraduate credit hours and at least 21 of their Global Studies BA credit hours at UWM; and
- on track for completing the Global Studies degree.

Students may declare their interest in the proposed five-year Global Studies-Global Management BA/MBA to the CIE/Global Studies Advisors or the MBA Advisors as soon as they start at UWM, in which case particular efforts will be made to advise them in their choice of courses during their first three years.

B. Admission to Graduate School

Eligible and interested students must apply for admission to the Graduate School in the Global Studies-Global Management BA/MBA program no later than March 1st of their junior year. All MBA applications are reviewed by the Lubar School of Business Graduate Program Services.

They must submit: A graduate application, application fee, unofficial transcripts of all colleges, including UWM, a personal statement of goals, abilities and reasons for pursuing the MBA degree and 3 letters of recommendation one of which must be written by an instructor of the Global area code course and one which must be written by an instructor of the Business Administration area code course.

Students who do not gain admission to the MBA degree can complete the Global Studies BA degree requirements.

Applications will be reviewed by April 1st of each year.

The establishment of eligibility for, and participation in, the proposed five-year Global Studies-Global Management BA/MBA program will not automatically guarantee acceptance into the graduate program.

The double-counting of at least 6 hours of undergraduate and graduate credit means that students of the proposed five-year Global Studies-Global Management BA/MBA will only be required to take a total of 137 (97 + 39) minimum credit hours of coursework for both their BA and their MBA, rather than 159 (120 + 39). Bus Mgmt 705 Corporate Finance will fulfill the Global Studies BA Management Track requirement of Bus Adm 350 Principles of Finance; Bus Mgmt 806 will fulfill the Global Studies BA Management Track requirement of Bus Adm 465 International Marketing. If a student completes his or her internship in the summer following the third year of the program, the student may enroll in the Bus Mgmt internship course which would fulfill the Global Studies BA internship requirement; the student also has the option to complete the required internship during the third year study abroad semester, in which case the student could potentially enroll in a graduate-level section of Global 489 Global Studies International Internship (approval pending) and this course would also count as an MBA elective course.

When taking courses in their junior year, students will be charged undergraduate tuition rates, unless these courses fulfill graduate credit, in which case they will pay graduate rates. Students formally admitted to the MBA program will be charged graduate tuition rates for their coursework.

VII. Proposed Curriculum – Sample Plan of Study Global Studies-Global Management BA/MBA Degree Program

Students may enter this program without any prior study of a foreign language. However, this program of study will be especially desirable for:

- students having already taken one of the emphasized languages in high school at an advanced level (and in particular, Advanced Placement) for which they would earn retro credits;
- students who participated in the Youth Options program, taking language classes at UWM while in high school; and
- students who have significant background in one of the emphasized languages, as attested by the College-Level Examination Program (CLEP).

Students will be required to study abroad in a country where the emphasized language is spoken, during the spring semester of their third year of the program; the required Global Studies international internship will also be completed during that same semester (note that all Global Studies BA students are required to study abroad (12 cr minimum) and complete an international internship for 3 credits).

Below is a sample plan of study.

SAMPLE PLAN OF STUDY -- Global Studies/Global Management & MBA Integrated Degree Program					
Year One: Global Studies BA/Global Management Track					
Fall			Spring		
German 101	4		German 102	4	
Global 101: People and Politics (SS)	3		Global 201: Economics and the Environment (SS)	3	
History 132: World History since 1500 (HU)	3		Bus Admin 201: Intro to Financial Accounting	4	
Math or English GER (if needed)	3		Math 211: Survey of Calculus and Analytical Geometry (NS GER)	4	
Econ 103: Principles of Microeconomics(SS)	3		Econ 104: Principles of Macroeconomics ¹	3	
	16			18	
Year Two: Global Studies BA/Global Management Track					
Fall			Spring²		
German 203	3		German 204	3	
Global 202: Globalization and Information Technology (SS)	3		Bus Admin 360: Principles of Marketing	3	
Natural Science + GER	4		Bus Admin 330: Organizations	3	
Bus Admin 203: Intro to IT Management	4		Econ 351: Intro to International Econ Relations	3	
Bus Admin 210: Intro to Management Stats (QLB)	4		English 205: Business Writing (OWCB)	3	
	18			15	
Year Three: Global Studies BA/Global Management Track					
Fall			Spring- Study Abroad		
German 331: Intrm German Grammar & Usage	3		German language/GS elective	3	
Global 311: Contexts for Global Management	3		German language/GS elective	3	
Bus Admin 496: International Business	3		Art GER	3	
Global 541: Cross-Cultural Management	3		Course in German	3	
Commun 350: Intercultural Communication (CD)	3		Global 489 International Internship (semester OR summer) ³	3	
	15			15	Total U Credits = 97
Year Four: Global Studies BA/Global Management Track & MBA					
Fall			Spring		
Bus Mgmt 706: Managing in a Dynamic Environment	3		Bus Mgmt 708: Marketing Strategy: Concepts & Practice	3	
Bus Mgmt 709: Predictive Analytics for Managers	3		Bus Mgmt 711: Supply Chain and Competitive Operations	3	
Bus Mgmt 723: Managing & Negotiating Across Cultures (Suggested elective)	3		Bus Mgmt 705: Corporate Finance ⁴	3	
	9			9	
Year Five: Global Studies BA/Global Management Track & MBA					
Fall			Spring		
Bus Mgmt 704: Accountnign Analysis & Control	3		Business Elective	3	
Bus Mgmt 707: IT Management in Contemporary Businesses	3		Business Elective	3	
Business Elective	3		Bus Mgmt 712: Strategic Management	3	
Bus Mgmt 806: International Marketing ⁵	3			9	
	12				Total G Credits = 39
					Credits Overall = 136
Notes:					
¹ Courses may need to be taken during winterim or summer depending on Math, English, and language placement					
² Junior status (56 credits) must be obtained by this semester to move forward with plan. This can be obtained via: (1) 5-6 retro language credits; (2) 5-6 credits during the summer term; (3) two 1-credit courses and one 3-credit course during the summer term; (4) instructor consent [student will be at 51 credits before entering].					
³ If student completes internship in summer instead of spring, could enroll in Bus Mgmt internship course instead, and this would meet the GS internship req and count as an MBA elective. Global 489 is currently a U only course but could be revised to become U/G; it is being proposed as a course to count as an MBA elective.					
⁴ Bus Mgmt 705 Corporate Finance to count for Bus Admin 350 Principles of Finance to meet this requirement for GS BA					
⁵ Bus Mgmt 806: International Marketing to count for Bus Adm 465 International Marketing to meet this requirement for GS BA					

VIII. Date of Implementation

This program will be implemented in Fall 2017.

APPENDIX A
STUDENT LEARNING OUTCOMES

Global Studies-Global Management BA/MBA Degree Program

MISSION STATEMENT

The mission of the Global Studies/Global Management BA/MBA Degree Program degree program is to enhance the educational experience of well-qualified students by provide a vehicle that allows them to accelerate their programs of students in order to complete a master's degree after five years rather than six.

GOALS

The Global Studies/Global Management BA/MBA degree program is designed to achieve the following goals:

- 1) to give students additional direction and motivation during their undergraduate years, and help Global Studies and the Lubar School of Business identify, recruit, and more closely mentor academically-gifted students;
- 2) to reduce the time needed by students to complete an MBA and thereby reduce the students' financial costs;
- 3) to offer students who might not have considered graduate school the option of experiencing graduate study;
- 4) to help recruit and retain undergraduate students from UWM to the MBA program and thus increase enrollments in both undergraduate and graduate courses;
- 5) to allow students to combine an academic program of study with a professional degree, enhancing their career options.

LEARNING OUTCOMES

Students in the Global Studies/Global Management BA/MBA program will demonstrate the same levels of proficiency and competency in meeting both the Global Studies BA and MBA Student Learning Outcomes as those students who follow a traditional 4-2 program.

Global Studies BA Degree/Global Management Track

MISSION STATEMENT

The Bachelor's Degree in Global Studies combines the strengths of liberal arts and pre-professional education as it offers students a knowledge base and the opportunity to develop competencies that are central to understanding global trends, processes, and impacts.

GOALS

- **Global Studies Core:** Students develop the skills to analyze and evaluate the global processes at work in a variety of historical, economic, social, cultural, and political phenomena.
- **Global Management Track:** Students will be prepared as future managers capable of analyzing transnational issues; strategizing within a global, cross-cultural context; and implementing projects with a strong understanding of globalization's implications for the private and public sectors.

LEARNING OUTCOMES

- **Global Management Track #1:** Students will apply cultural and contextual sensitivity to real business situations.
- **Global Management Track #2:** Students will understand and analyze the cultural, economic, social, and historical factors affecting the global business environment.
- **Internship:** Students will evaluate independently conceived goals and apply cross-cultural work experiences to global careers.
- **Study Abroad:** Students will apply cultural competence skills in study abroad.

APPENDIX B
LEARNING ASSESSMENT TOOLS

Global Studies BA Degree

- **Overall Program/Core:** For all tracks other than Global Management, students' capstone course final projects or papers are reviewed and scored with a rubric. Since the Global Management students are usually scattered across different sections of BUS ADM 496 for their capstone experience, Management students answer a couple of short essay questions in the required Global Studies graduate exit survey.
- **Internship:** Assessment of the internship examines components of the internship portfolio that GLOBAL 489 Global Studies International Internship students complete, including the resume excerpt, reflection paper, and supervisor evaluation, using a rubric. While not all students enroll in GLOBAL 489 (some are graded by their study abroad institutions), the students in this course provide a representative sample.
- **Study Abroad:** Previously, students were asked to complete a short essay question in the graduate exit survey which was scored using a rubric; however, this method was not providing the depth of self-reflection needed to assess the effectiveness of the study abroad requirement. As of Spring 2015, all Global Studies students are required to develop study abroad learning goals that must be submitted to their Global Studies advisor around the time of their departure, due by the first day of the UWM term in which they will be studying abroad (e.g. if student departs for spring study abroad on February 1, these goals are still due in late January when UWM starts classes). Within two weeks of the end of the study abroad program, students are required to submit a study abroad assessment "assignment" to their Global Studies advisor which students can complete by submitting one of the following:
 - Study abroad reflection paper (minimum of 2 pages, 11 pt font, double-spaced);
 - Structured interview with a Global Studies advisor (in-person or via Skype); or
 - Video (8 minutes minimum) in which the student addresses how learning goals were met (or not met).

Students must complete this assignment in order to be cleared for graduation.

The required **Global Studies graduate exit survey** also contains a variety of questions that ask about experiences in the program.