# UNIVERSITY OF CALIFORNIA, MERCED

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OFFICE OF THE ACADEMIC SENATE
TEAMRAT GHEZZEHEI, CHAIR, GRADUATE COUNCIL
Taghezzehei@ucmerced.edu

UNIVERSITY OF CALIFORNIA, MERCED
5200 NORTH LAKE ROAD
MERCED, CA  95343
(209) 228-7954; fax (209) 228-7955

**AUGUST 24, 2018**

**TO:  PAUL MAGLIO, CHAIR, MANAGEMENT OF INNOVATION, SUSTAINABILITY AND TECHNOLOGY (MIST)**

**FROM:  TEAMRAT GHEZZEHEI, CHAIR, GRADUATE COUNCIL AY 2017-18**

**RE: MIST MASTER OF MANAGEMENT GRADUATE GROUP POLICIES AND PROCEDURES**
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Dear Paul,

On August 23, 2018, Graduate Council approved via electronic mail, effective Fall 2018, the Policies and Procedures for the MIST Master of Management Graduate Group dated July 18, 2018 (appended).

As per the October 2014 Policies and Procedures policy, Graduate Council asks MIST MM to please maintain an approved copy of its Policies and Procedures in their files together with a copy of Graduate Council's approval letter.

Sincerely,

Teamrat Ghezzehei
Chair, Graduate Council AY 2017-18

cc:      Graduate Council AY 2017-18
         Marjorie Zatz, VPDGE
         Senate Office

Encl (2)

SCHOOL OF ENGINEERING

University of California, Merced
5200 N. Lake Road
Merced, CA  95343

August 23, 2018

To: Graduate Council, UC Merced
From: Paul P. Maglio, Chair MIST Graduate Group
Subject: MIST MM Policies and Procedures

The MIST MM Policies and Procedures submitted to Graduate Council for review on July 18, were approved by the MIST Graduate Group faculty as a consent item on August 20, 2018.

**MANAGEMENT OF INNOVATION, SUSTAINABILITY, AND TECHNOLOGY**
**PROFESSIONAL MASTER OF MANAGEMENT DEGREE REQUIREMENTS**

**Revised:** July 16, 2018
**Graduate Council Approval:** August 23, 2018

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***MIST Graduate Group – Master of Management Policies and Procedures***

<u>**A. Introduction**</u>

1) **Aims and Scope**:  The Master of Management (M.M.) degree offered by the Graduate Group in Management of Innovation, Sustainability, and Technology (MIST) at the University of California, Merced, is a cross-functional program that addresses the need for developing managers and leaders with knowledge in their areas of expertise, combined with a sound foundation of management skills. It addresses the cross-functional challenges that managers and leaders are commonly faced with in for-profit and non-profit enterprises and public organizations. Faculty in the MIST Graduate Group focus on adaptive management of complex coupled human and natural systems, including for-profit and not-for-profit organizations and public and private enterprises. The MIST M.M. curriculum will draw on diverse disciplines within the fields of Engineering, Science, Social Science, and Management. The MIST M.M. program has several unique features. As a professional degree that is intended primarily for students interested in non-academic careers, the program has a stronger focus on practical training than on theory. Admissions will focus on highly motivated students with undergraduate or graduate degrees from science, engineering, or social sciences who are seeking to become leaders and managers.  The program is focused on serving recent graduates from any undergraduate major.  The curriculum comprehensively addresses the basic skills of management with special emphasis on innovation, sustainability, and technology, aiming to enhance students' transition to successful careers in their fields of specialty.

2) **Admissions Requirements**: Applicants admitted into the M.M. programs will be expected to have completed a bachelor's degree at a four-year accredited college or university and to have attained an undergraduate academic record that satisfies the standards established by the Graduate Division, University of California, Merced. In addition to the following requirements, all applicants must meet the general requirements as set forth in the Graduate Studies section of the General Catalog. Applications will be accepted for admission in Fall semester only.

    A prior business degree is not a requirement. Applicants are not required to submit GMAT or GRE scores. Official grade transcripts and degree certifications are required from the applicant's most recent academic institution. A GPA of 3.0 or higher is recommended for admission into the program. All applicants whose first language is not English must also submit an acceptable TOEFL test score prior to admittance, with recommended scores at least 550 on the paper exam or 80 on the TOEFL iBT.

    The program is intended for academically qualified students who have demonstrated drive and leadership potential, assessed through a combination of (1) required written responses to admission questions submitted by each applicant; (2) a professional resume; and (3) three letters of recommendation from a combination of academic and non-academic referees, including former employers and professional supervisors if appropriate. Faculty will select a pool of applicants for further consideration based on their admission materials, and all applicants in this pool must complete an interview with a faculty panel, after which selections for acceptance will be made considering all available information. Applicants' written responses to admission questions are used

to evaluate the writing skills; all admitted students will be expected to demonstrate proficiency in basic professional writing skills at a level normally expected of first-year graduate students. The interview is used for clarification of the students' preparatory background and/or to evaluate communication skills of the applicant.

    a) **Prerequisites**: There are no prerequisites.

    b) **Deficiencies:** No prior coursework deficiencies may be made up.

3) **General Committees**: According to the MIST Graduate Group Bylaws, there is one standing faculty committee:

    a) **Executive Committee**: The Executive Committee (EC), in consultation with the faculty, determines and implements policy for the good of the Group, establishes and guides the educational requirements of the Group, and represents the interests of the Group to the University and other agencies. The EC consists of the Graduate Group Chair and two elected members from the MIST faculty. The Executive Committee will make appointments to ad hoc committees of the Group.

The Executive Committee's duties include:

    i. Hear student grievances, make determinations of fact, and rule on grievance cases. Final resolution lies with the Dean of the Graduate Division as described in UC Merced's Graduate Advisors Handbook.

    ii. Establish and maintain documentation on MIST Group curricula.

    iii. Prepare and execute all reviews of MIST Group programs.

    iv. In consultation with Group faculty, coordinate and document proposed changes in programmatic requirements. All changes to programmatic requirements of MIST curricula and associated requirements must be approved by vote of the eligible faculty.

    v. Review applications for admissions in consultation with Group faculty. The Committee will make recommendations for admissions to the Dean of Graduate Studies, explore graduate student support mechanisms, and allocate intramural financial assistance.

    vi. Recommend the allocation of intramural financial assistance, fellowships, and awards for new and continuing students.

    vii. Create and staff additional committees as needed. EC duties may be delegated.

## B. Professional Master of Management Degree Requirements

1) **Degree Plan:** The M.M. is a twelve-month curriculum, which incorporates lecture, discussion, and project-based courses. Overall, 38 semester units of graduate-level coursework are required, including successful completion of the integrative course examination (i.e., the capstone project). The curriculum incorporates four basic management courses (*MIST 201-204*), which are completed in the Fall semester, and four core courses that combine innovation in technology with practical management

concepts (*MIST 205-208*) which are completed in the Spring semester. Finally, the program culminates with an integrative course and a strategy course (*MIST 210-211*), taken in the Summer.

a) **Program Learning Outcomes (PLOs):** The goal is for students to develop basic competence to apply MIST's cross-disciplinary management concepts to a range of real-world problems, and for students to be ready to engage in lifelong learning and continuing education in their primary fields. There are six PLOs:

i. *Foundations of Management*. Students will apply traditional functional area concepts and theories from management, including concepts and theories from marketing, management, operations, strategy, accounting, finance, and more in complex organizational, managerial, and technical situations.

ii. *Critical thinking for Management*. Students will identify and use appropriate analytical, quantitative, and data-oriented techniques to evaluate case studies for strategic planning and decision-making in complex organizational, managerial, and technical situations.

iii. *Communication for Managers*. Students will communicate effectively to experts and non-experts, in business, community and public agency settings, preparing and delivering clear, concise, persuasive, and professional oral and written presentations. When appropriate, emphasis will be placed on using cutting-edge methods and technologies to enhance the visual content, which is oftentimes data-driven.

iv. *Leadership and Teamwork in Practice*. Students will apply principles and practices of effective leadership in and outside of a team context in order to lead change in existing organizations or new startups.

v. *Business Ethics and Societal Context*. Students will apply their knowledge of ethical and legal requirements and of professional, societal and cultural contexts of global management activities in complex organizational and managerial situations.

vi. *Innovation, Sustainability, and Technology*. Students will synthesize theory and practice from a diverse array of disciplines leveraging real-world team settings to design innovative solutions that tackle strategic, organizational, and technical challenges.

b) **Course Requirements:** There are ten required courses:

| Term | Course | Title | Units |
|---|---|---|---|
| Fall | MIST 201 | Leadership, Organizations, and Communications | 4 |
| | MIST 202 | Managerial Finance and Accounting Statements | 4 |
| | MIST 203 | Quantitative Tools for Management | 4 |
| | MIST 204 | Spatial Analytics | 4 |
| Spring | MIST 205 | Technology-enabled Service | 4 |
| | MIST 206 | Entrepreneurship, Innovation and Strategic Stakeholder Relationships. | 4 |

| | MIST 207 | Project, Program and Operations Management | 4 |
|---|---|---|---|
| | MIST 208 | Law, Policy and Risk Management | 4 |
| Summer | MIST 210 | Integrative Project and Case Studies in Sustainability | 4 |
| | MIST 211 | Strategy: Regional & Global Perspectives | 2 |

All courses must be taken for a letter grade, and students must receive a grade of B or better in all courses to complete the program successfully; less than a B is considered failing. Because the program is offered as a single cohort model in one year, there will be no opportunity to repeat a failed course in the same year. Requirements for making up a failed or incomplete course are at the discretion of the instructor, and must be satisfied within the program year to complete the degree. Students who are unable to successfully pass any course will be asked to leave the program.

c) **Special Requirements:** The capstone activities tie the curriculum together with local and global visits to private and public enterprises to provide perspective and context and a capstone project done with industry or public sector partners. Students must successfully complete a capstone project as part of *MIST 210*. The capstone is a team-based project in which students work together with a faculty mentor and external mentor on a real-world project, such as creation of a business plan or marketing plan for a technology-based start-up. The project requires a final report by each student (individually) and a public presentation in which all team members participate. A panel of at least of three faculty members will review each paper and each presentation.

*2)* **Advising Structure and Mentoring:** Each student must have one primary advisor assigned by the Graduate Group Chair. Advising follows the UC Merced Mentoring Guidelines.

6) **Normative Time to Degree**: Normative time to degree is one year.

7) **Timeline and Sequence of Events**:

> **Fall**: MIST 201, MIST 202, MIST 203, MIST 204
> **Spring:** MIST 205, MIST 206, MIST 207, MIST 208
> **Summer**: MIST 211 (Session A – 6 weeks)
> MIST 210 (Session B – 8 weeks)

10) **Sources of Funding:** As full-time professional masters students, most M.M. students will pay tuition and fees, including professional degree supplemental tuition (PDST). Per UC Regents Policy 3103, 33% of all PDST revenue is set aside for financial assistance, which will be returned to individual students as financial aid based on demonstrated financial need (as determined by the campus's Financial Aid Office). In addition, M.M. students may be eligible to apply for some fellowships available for all graduate students, as well as fellowships specifically available to M.M. students.

## C. General Information

1) **PELP, In Absentia and Filing Fee status.**
   Information about PELP (Planned Educational Leave Program), In Absentia (reduced fees when researching out of state), and Filing Fee status can be found in the Graduate Group Policies and Procedures Handbook.