

ASSOCIATE DEAN, MBA PROGRAM DIRECTOR

School of Management

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Since 1972, the School of Management at Marist College has offered a Master of Business Administration (MBA) degree designed to meet the unique needs of working adults. The Marist MBA program provides a high-quality, broad-based business management education that emphasizes the application of theory to management practice and the use of technology to enhance student learning.

Marist's MBA program attracts students with diverse backgrounds: accountants, bankers, brokers, engineers, systems analysts, health-care and human-resource professionals, individuals involved in manufacturing and marketing, and those interested in changing careers. The result is a dynamic, highly interactive educational environment that cultivates managers capable of effective decision making in today's complex business world.

MBA courses are taught predominantly by full-time faculty with doctorates in their fields, many of whom have significant management experience. The management faculty view instructor-student interaction as an important component of all MBA courses and are dedicated to working with their students to achieve their educational goals.

Students in the MBA program complete their studies in a "capstone" course that integrates the various functions of an organization into a strategic, total management perspective. This integration better prepares graduates to meet the demands of an increasingly complex, competitive, and rapidly changing business environment.

SCHOOL OF MANAGEMENT MISSION

We develop people of integrity with the managerial expertise, vision, pragmatism and ethical sensibility to succeed professionally and personally on their own and with others. We prepare leaders to face the challenges of a dynamic and diverse world grounded in our ideals of excellence in education, the importance of community, and commitment to service.

Excellence in Education:

We challenge and develop students by creating a nurturing integrative experiential education within a strong liberal arts tradition.

Importance of Community:

We collaborate as a community of faculty, staff, students, alumni and other stakeholders to expand and continuously improve knowledge of the practice, study, and teaching of management through program innovation, research, and professional activities.

The Commitment to Service:

We use our knowledge and experience with our stakeholders to improve the operation of public and private organizations and the quality of life for individuals and communities in both the region and the world.

EDUCATIONAL OBJECTIVES

The educational objectives of the MBA Program are to:

- provide a dynamic business curriculum that cultivates professional skills and values, while focusing on real-world applications and employing current and emerging technologies, and
- advance students' managerial knowledge, elevate their communication, analytical, technological, and decision-making skills, and stimulate their appreciation of the social and ethical implications of working in a diverse, global business environment.

AACSB INTERNATIONAL ACCREDITATION

In 2002, the Marist College MBA program was granted accreditation by one of higher education's most prestigious and rigorous international accrediting bodies, The Association to Advance Collegiate Schools of Business-International (AACSB). Accreditation by AACSB-International is the highest distinction offered to business schools both nationally and internationally and confirms Marist's commitment to the highest standards of excellence in its business curriculum, faculty, and student resources. Only 30 percent of business and management programs nationwide are accredited at both the bachelor's and master's degree level, achieving a standard widely accepted and adopted by the educational and business communities.

MBA PROGRAM FORMAT & SCHEDULING

The newly re-designed MBA Curriculum consists of three types of classes: Foundation, Core, and Electives or Concentrations. Foundation courses are only taught online while Electives and Concentration courses are taught primarily online. Core courses are taught both online and On-site at the Marist Executive Center in Fishkill. MBA801 Strategic Management--the capstone course--is taught online and On-site at the Marist Campus in Poughkeepsie. Fall, Spring and Summer online courses typically run 8 weeks; a few are 15 weeks in duration. On-Site courses meet one night per week for 15 weeks.

HOW ONLINE COURSES WORK

Marist College, a recognized leader in the use of technology in the classroom, was the first college in New York State to gain approval to offer its entire MBA program online. Students juggling work responsibilities, travel requirements, and family obligations can pursue their MBA from the convenience of their own keyboards, whenever and wherever

they may be. The Marist online platform, iLearn, enables students to interact extensively with their instructors and classmates. Online students log on according to their own schedules, when it is most convenient for them. Communication is ongoing via e-mail, bulletin boards, group conference rooms, and private chat rooms. There is no on-campus requirement nor are all students expected to be online at the same time.

ADMISSIONS REQUIREMENTS

The MBA program looks at the interests, aptitude, and capacity of a prospective management student as indicated by the applicant's previous academic record, achievement on the Graduate Management Admission Test (GMAT), letters of recommendation, response to essay questions, and past professional achievement and growth. The MBA Program Committee reviews applications of qualified applicants regardless of their undergraduate major. All applicants must hold a baccalaureate degree from an accredited college or university.

Students with an undergraduate GPA of 3.0 or higher may take up to two Foundation courses in one semester as a non-matriculated candidate. The student must satisfy all requirements for matriculation upon completion of the non-matriculated semester. Admission as a non-matriculated student does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate.

We expect MBA students to have adequate competencies in basic math skills through college algebra and basic computer skills including the use of Microsoft Office and the Internet. We encourage students who consider themselves deficient in these basic areas to take basic skills courses at Marist or another college or university before starting the MBA program.

APPLICATION PROCESS

Applicants must submit all of the material listed below:

- A completed Marist Graduate Admissions Application
- A \$50 non-refundable application fee made payable to Marist College
- Official transcripts from all undergraduate and graduate institutions attended
- A current résumé or a written statement describing work history and present responsibilities
- An official score report of the Graduate Management Admission Test (GMAT) taken within five years of application. Specify on the GMAT application that the GMAT score should be sent to Marist College. Marist's report code is K9K-FZ-91
- Completed recommendation forms from two references
- Written response to essay questions
- Proof of MMR immunity (if born on or after January 1, 1957).

NOTE: Applicants holding a graduate degree from an accredited college or university are not required to take the GMAT. Applicants with an undergraduate GPA of 3.0 or

higher may be permitted to enroll for one semester as a non-matriculated student pending submission of a completed Graduate Admissions Application, transcripts from all undergraduate and graduate institutions attended (unofficial copies are acceptable for non-matriculation only), and an application fee. Non-matriculated students are limited to two foundation courses and must submit all application materials necessary for matriculation by the next application deadline. A student who fails to gain admission into the MBA program will be withdrawn at the conclusion of their non-matriculated semester. Foundation course waivers are determined by the program director at the time of application. Candidates wishing to apply for foundation course waivers or transfer credit from another institution must submit all official transcripts at the time of application.

Applicants can obtain registration forms for the GMAT from the Office of Graduate and Adult Enrollment or by contacting the Educational Testing Service directly at: Graduate Management Admission Test, Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103 (www.GMAT.org).

The GMAT is administered as a computer-adaptive test and is offered almost anytime throughout the year at over 400 computer-based testing sites. Applicants are strongly encouraged to utilize commonly available study guides to prepare for taking the exam. Failure to engage in adequate preparation may result in scores unacceptable for admission to the program.

INTERNATIONAL APPLICANTS

International applicants may apply for the fall and the spring semesters according to published application deadlines. International students must have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service prior to application. A course-by-course evaluation and grade equivalency are needed. Immigration regulations state that no more than one online course per semester may be used toward the 9 credits required to meet full-time status. Students wishing to pursue the program on a full-time basis assume responsibility for remaining in compliance with immigration regulations. Please visit www.marist.edu/graduate for complete international admissions criteria.

TRANSFER CREDITS

Up to six (6) graduate credits, earned within seven years of starting the MBA program, may be transferred from another AACSB accredited graduate business program to satisfy graduate core and/or elective requirements. A minimum grade of B is required. Courses presented for transfer must be substantially equivalent to the Marist course requirement and must be presented at the time of admission. Transfer credits require the prior approval of the MBA Program Director and are accepted at his/her discretion. A request to transfer credits must be accompanied by a course description and course syllabus.

MBA PROGRAM ACADEMIC POLICIES

A minimum cumulative undergraduate GPA of 3.0 is required to enroll in the MBA program. The maintenance of a minimum cumulative GPA of 3.0 is required for good academic standing and to graduate. Students must achieve a cumulative GPA of 3.0 after completing one semester of full-time study or its equivalent.

Any student whose cumulative GPA falls below 3.0 or receives a letter grade of F will be placed on academic probation and have one semester of full-time study or its equivalent in which to reestablish good academic standing. Any student who has two semesters (consecutive or otherwise) of academic probation faces academic dismissal. Failed courses must be retaken the next time the course is offered. Any student who earns a grade of F within their first 9 credits of coursework will not be permitted to continue in the program.

Students in the MBA program are expected to maintain matriculation by completing at least one course per semester throughout the academic year. Any student who is compelled to leave school for even one semester must notify their academic advisor or the program director in writing to request a Leave of Absence. The number of times a graduate student may be granted an LOA is limited to one calendar year. Interruption of study beyond one academic year (2 semesters) requires re-application. The admissions policy and program curriculum effective at the time of re-admission will apply.

All academic requirements for the MBA degree must be completed within seven years of admission. A minimum cumulative GPA of 3.0 is required to enroll in MBA 801 and to graduate. Requests for an extension of the seven year limit must be made in writing to the program director. MBA students may request permission to participate in May commencement exercises when they have completed all but 6 credits of their program, provided that the remaining courses will be completed by the end of the fall semester following commencement. Such requests should be made in writing to the program director. Students must be in good academic standing (minimum cumulative GPA of 3.0) to participate in commencement.

(For additional policies and procedures not covered in this section, please refer to the Student Handbook.)

REGISTRATION PROCEDURES

Registration and payment is done online.

MBA PROGRAM OVERVIEW

The Marist MBA program is comprised of 3 components:

- Foundations for Management Study (0–18 credits, waivable)
- The MBA Required Core (15 credits)
- Concentrations (12 credits) or Electives (15 credits without concentration; 3 credits with concentration)

The Marist MBA degree program requires a minimum of 30 credits of graduate study. Depending on a student's prior education in business, he or she may need up to 18 additional credits of Foundation courses, bringing the total credits required for the degree to 48 credits. Upon admission to the program, each candidate receives an individually designed Curriculum Sheet that indicates which courses the candidate must successfully complete to qualify for his/her degree.

Foundation Courses

The candidate must successfully complete the Foundation courses that serve as prerequisites for related core courses before he/she may enroll in any Core course. We designed the MBA foundation courses to provide the academic background required for the Core, Concentration and Elective courses. Up to 18 credits of foundation courses may be waived on the basis of prior graduate or undergraduate study in the foundation subject areas provided a grade of B or better was earned and that the course was taken:

- a) at an AACSB-accredited school within the past 10 years, or
- b) within the past seven years at a non-AACSB accredited school.

MBA Core and Elective courses assume a basic knowledge of the field and include little or no review. We encourage students who believe they may have forgotten salient concepts in any foundation course area to register for the appropriate foundation course, even if waived, before moving on to the Core course. Transfer credits are not applicable to foundation courses.

Foundation courses or their equivalents are not applicable to the 30 credits of Core and Electives required for the degree. Previous academic coursework is evaluated and waivers of Foundation course requirements are determined upon review of a completed application file. Courses may neither be waived, nor may academic credit be granted, on the basis of life experience. All Foundation courses must be taken (or waivers granted) before any Core, Concentration or Elective courses may be taken in the MBA program.

Foundation Courses (0–18 credits, waivable)

| | | |
|---------|--------------------------------------|-----------|
| MBA 515 | Economics Foundations | 3 credits |
| MBA 525 | Marketing Foundations | 3 credits |
| MBA 535 | Analytical Tools for Decision Making | 3 credits |
| MBA 545 | Accounting Foundations | 3 credits |
| MBA 555 | Management Foundations | 3 credits |
| MBA 575 | Finance Foundations | 3 credits |

MBA Core Courses

MBA Core courses develop managerial skill and expose students to current trends and concepts at the forefront of management thought. These courses are required; they attempt to assist students to think broadly and to look at the company as a whole in a global and changing environment. The Strategic Management seminar is the program's capstone course. We designed this course to develop an executive-level, strategic management perspective and to integrate previous knowledge. The candidate must

complete all MBA Core courses and at least 9 credits of electives to register for the Capstone.

Graduate Core Courses (15 credits required)

Each Core course is 3 credits.

- MBA 601 The Virtual Manager
- MBA 602 Financial Analysis for Business Decisions
- MBA 603 Business, Government and Society
- MBA 604 Management Methods for Business Decision-Making and Communication
- MBA 801 Strategic Management (Capstone course)
(Prerequisites: all core courses plus 3 elective or concentration courses)

MBA Concentrations - (12 credits, these consist of specific sequence of electives)

MBA concentrations allow the student to concentrate in a specific area. Students may select one of the following 3 concentrations. If a student does not select a concentration, the student will receive a general MBA degree. Reminder: All Foundation courses must be taken (or waivers granted) before any Core, Concentration or Elective courses may be taken in the MBA program.

Ethical Leadership

- 1) MBA 684 Leadership, Power & Influence
 - 2) MBA 685 Negotiations and Conflict Management
 - 3) MBA 688 Ethical Management of Organizations
- Required prerequisite for all: MBA 654 - Managing Organizational Change

International Business

- 1) MBA 613 International Economics
 - 2) MBA 622 International Marketing
 - 3) MBA 672 Financial Markets & Institutions
- Required prerequisite for all: MBA 671- Corporate Financial Theory & Practice

Financial Management

- 1) MBA 644 Financial Statement Analysis
 - 2) MBA 672 Financial Markets & Institutions
 - 3) MBA 673 Investment Analysis & Theory
- Required prerequisite for all: MBA 671 - Corporate Financial Theory & Practice

MBA Electives

Electives are intended to be a dynamic part of the MBA program. We offer a wide selection of electives, to assist students to select the courses that best prepare them to move ahead on their career path. Students with a concentration will need to take 3 elective credits; those without will need to take 15 credits.

MBA Elective Courses

(Please visit www.marist.edu/mba for a complete list of current electives.)

Each are 3 credits.

- MBA 610 Sustainable Management in the 21st Century
- MBA 613 International Economics
- MBA 621 Strategic Marketing Planning
- MBA 622 International Marketing
- MBA 623 Consumer Behavior
- MBA 635 Business Analysis for Effective Decision-Making
- MBA 644 Financial Statement Analysis
- MBA 645 Principles and Quantitative Methods in Operational Excellence
- MBA 653 Management and Collective Bargaining
- MBA 654 Managing Organizational Change
- MBA 661 Operational Excellence
- MBA 671 Corporate Financial Theory & Practice
- MBA 672 Financial Markets and Institutions
- MBA 673 Investment Analysis and Theory
- MBA 684 Leadership, Power and Influence
- MBA 685 Negotiations and Conflict Management
- MBA 686 Strategic Cost Analysis
- MBA 687 Electronic Marketing
- MBA 688 Ethical Management of Organizations
- MPA 500 Introduction to Public Administration
- MPA 521 Management in Nonprofit Organizations
- MSIS 527 Systems and Information Concepts in Organizations
- MSIS 537 Data Management
- MSIS 567 Data Communications

NOTE: From time to time we offer Special Topics courses.

Graduate Courses in Business Administration

FOUNDATION COURSES

MBA 515

Economics Foundations

This course introduces students to the study of economics by intensively examining both microeconomic and macroeconomic principles and analysis. Economics is the study of how we, as individuals and as a society, can best use scarce resources. Markets determine which resources are used to produce goods, how many goods will be produced, and how goods are distributed. In addition, the course will examine the performance of the aggregate U.S. economy and examine its place in the world economy. In doing so, students become familiar with key economic constructs such as GDP, inflation, and unemployment. The course also examines the fundamental causes of economic growth, recessions, expansions, and global economic changes as well as the fiscal and monetary policy tools that influence the economy.

MBA 525

Marketing Foundations

This course addresses the management challenge of designing and implementing the best combination of marketing variables to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop the student's skills in applying the analytic perspectives, decision tools, and concepts of marketing to such decisions as product offering, communications programs, distribution, and pricing to capture the value created for the customer. The student's basic objective is to develop his/her own understanding and management skills in this critical aspect of general management.

MBA 535

Analytical Tools for Decision Making

A foundation course in the key statistical methods used to analyze data in support of business decisions. Topics included are: descriptive statistics, continuous and discrete distributions, sampling and inference, comparisons, hypothesis testing, regression, and other more advanced methods selected by the instructor.

MBA 545

Accounting Foundations

An introductory course covering financial and managerial accounting from a user's perspective. The classifying and recording of business transactions for corporations are emphasized. Also, the concepts of generating, analyzing, and using accounting information in the planning and control processes are covered.

MBA 555

Management Foundations

This course is designed to introduce graduate students to the functions of management, contemporary management thought, and individual processes within the context of organizations. It covers the effects of dynamic environments on the practice of management and the design of organizations, as well as the interplay among individuals, groups, and organizational life.

MBA 575

Finance Foundations

An introduction to the major topics in managerial finance: valuation, cost of capital, capital budgeting, the financing of investment, and the financial analysis of a corporation.

CORE COURSES

MBA 601, The Virtual Manager

This course examines the theory and practice of management and leadership in emerging organizational settings which includes virtual and distance environments. Traditional and modern theories of management, as well as practical application of these theories in the workplace, are explored. The course assists students in examining his/her leadership style and assist the development of a plan to improve skills in desired areas and environments.

Additionally, the course will introduce students to the technology necessary to deal with virtual teams and team members.

Pre-requisites: All foundation courses.

MBA 602, Financial Analysis for Business Decisions

The focus of this course is on valuation and value creation. It consists of two interrelated components: financial statements and assets valuation. It starts with a general discussion of financial environments. It continues with the study of financial statements, comprehensive analysis of financial statements, and techniques of financial forecasting. It builds on the discussion of the determination of interest rates and the relationship between risk and return, the discounted cash flow method of asset valuation, which is then applied to the valuation of financial assets (stocks and bonds) and the valuation of real assets. (capital budgeting). It ends with a discussion of exchange rate determination and parity conditions in international finance. The course also brings business ethics to the attention of the students.

Pre-requisites: All foundation courses.

MBA 603, Business, Government & Society

This course introduces the student to the fundamental legal concepts that are the foundation for the developed western world's fairly stable, predictable, and therefore broadly prosperous business environment. It then introduces students to the more volatile world of business in affiliation-based systems. The concept of culture is introduced, and various challenges in International business which arise out of differing cultural values, and out of the difficulties of cross-cultural communication, are discussed. Finally, the roles of business leaders, government, and civil society in achieving sustainable economic prosperity are examined.

Pre-requisites: All foundation courses.

MBA 604, Management Methods for Business Decision-Making and Communication

This course provides an introduction to quantitative methods/ models as well as practice of modern software applications relevant to business decision-making and communication, with an emphasis on virtual communication tools. Software applications are covered in three distinct modules. 1) MS Excel for decision-making; 2) MS Access or other database applications; 3) Virtual communication tools. The course is taught online and in a hybrid format, using traditional lectures and labs to cover decision-making methods and database related topics. The virtual communication tools are delivered in respective online formats.

Pre-requisites: All Foundation Courses.

MBA 801, Strategic Management

Drawing upon information and skills learned in previous MBA courses, the capstone requires the student to integrate and process all that has been learned in the previous courses. Strategic management cases or typically comprehensive computer oriented management games are employed. These involve the totality of an organization's situation at a certain time, are unstructured, and require a significant amount of time to

research and diagnose in order to make realistic long range recommendations. This is the final core course to be taken in the program.

Pre-requisites: Good Academic Standing; All Foundation Courses; All Core Courses; At least three Concentration or Elective Courses.

ELECTIVE/CONCENTRATION COURSES

MBA 610, Sustainable Management in the 21th Century

A study from a management perspective of the impact of various external and internal environments (e.g., technological, legal, political, sociocultural, economic) on national and international business organizations. Changing expectations and responsibilities of organizations with regard to current and potential social and political problems and opportunities are considered. Taught in seminar style with focus on case studies.

Pre-requisite: All Foundation Courses

MBA 613, International Economics

This course provides students with an opportunity to study the international economic context for business strategy and provides an overview of the determinants of trade between nations, comparative advantage, national trade and competitiveness policies, and exchange rates. Students will also become familiar with key international institutions such as the International Monetary Fund and the World Trade Organization, and regional economic institutions such as the European Union and North American Free Trade Association. Information sources regarding the balance of payments, global capital flows, and financial reserves help prepare the student to understand international financial issues and institutions. Students will apply the knowledge gained through case analyses of particular industries in international competitive context.

Pre-requisite: All Foundation Courses, MBA 671

MBA 621, Strategic Marketing Planning

This course develops an understanding of the concepts and techniques of contemporary strategic marketing planning. Major subject areas include: evolution of strategic corporate and marketing planning; the logic of the planning process; product and market analysis; definition of opportunities and threats; strategic selection based on product life cycle; evaluation of marketing plans by discounted cash flows, net present value method, and internal rate of return method. The use of models to develop marketing strategies will also be examined. The course makes extensive use of the case study method and employs a “learning by doing” approach.

Pre-requisites: All Foundation Courses

MBA 622, International Marketing

This course will address global issues and environmental and cultural aspects of doing business internationally with special emphasis on strategic implication of marketing in different country cultures. Decisions areas include (but are not limited to) product adaptation, modes of entry, and business ethics. Students will learn to plan and organize for global marketing and develop market entry strategies, market targeting and positioning strategies as well as product, pricing, distribution, and promotion strategies.

Issues of gray marketing, dumping, and transfer pricing will also be addressed. Lecture and case discussion will be used along with learning activities involving case preparation and presentation and an international marketing planning project. Class sessions will consist of varying percentages of lecture, discussion of specific assignments, student presentations, and analysis of appropriate cases.

Pre-requisites: All Foundation Courses; MBA 671

MBA 623, Consumer Behavior

This course studies the mental and physical processes in which consumers engage. It integrates social and cognitive psychology with marketing and economic theory to better understand consumers with the ultimate goal of developing marketing strategy. How do consumers make choices? How will their backgrounds affect those choices? This course studies why consumers do what they do with an eye toward improving marketing strategy development. We'll discuss both psychological and marketing theory as well as market trends, societal changes, and yes, even aberrant consumer behavior.

Pre-requisite: All Foundation Courses

MBA 635, Business Analysis for Effective Decision-Making

This course explores common tools for data analysis and their application to decision-making situations. Topics include regression and correlation, forecasting, linear programming, project management, and other selected topics. All models will be taught with attention to managerial applications, including case analyses. Course will include heavy computer usage.

Pre-requisite: All Foundation Courses

MBA 644, Financial Statement Analysis

Financial statements are relevant to the decisions of many individuals including investors, creditors, consultants, managers, auditors, directors, analysts, regulators, and employees. This course equips the student to use the information provided in financial statements to make reasoned decisions in a variety of contexts. Traditional analytical techniques such as ratio analysis, trend analysis, and vertical and horizontal analysis are used. Additionally, the course provides a framework in which the students can develop appropriate valuation techniques.

Pre-requisites: All Foundation Courses; MBA 671

MBA 645, Principles and Quantitative Methods in Operational Excellence

This course provides comprehensive coverage of principles and current issues in operations management, such as process strategies, lean and sustainable manufacturing, planning processes, and supply chain and quality management. Particular focus is placed on the perspective of operations management in global businesses, value creation, alignment with company strategy and application of quantitative decision-making methods. This is accomplished by qualitatively and quantitatively analyzing common operations management scenarios as well as case studies and issues and issues from the current press.

Pre-requisite: All Foundation Courses

MBA 653, Management and Collective Bargaining

Labor as a critical part of the American industrial relations system is examined. The American labor movement and labor law are studied. Emphasis of the course is on the collective bargaining process as carried out between labor and management.

Pre-requisite: All Foundation Courses

MBA 654, Managing Organizational Change

This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student's capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.

Pre-requisite: All Foundation Courses

MBA 661, Operational Excellence

This course is designed to provide the student with the concepts and tools necessary to design, manage, and control the transformation process in manufacturing and service settings and to develop systems thinking. The manufacturing philosophies of MRP/ERP, JIT/TQM, TOC/Synchronous Manufacturing, and Supply Chain Management will be explored in depth. Additionally, project management skills will be developed and practiced. These concepts will be applied to case studies and/or business projects.

Pre-requisite: All Foundation Courses

MBA 671, Corporate Financial Theory & Practice

A study of the theory and practice of corporate finance with attention to financial theory as it refers to the decision-making process. The following topics are covered in detail: the modern approach to risk, the investment decision, and the theory of capital structure, dividend policy, short term financial management, and financial forecasting.

Pre-requisites: MBA All Foundation Courses

MBA 672, Financial Markets and Institutions

This course examines the nature and the role of financial markets and institutions in the domestic and international framework. The following topics are covered: the effects of monetary policy; the role of the Federal Reserve; the continuing flux in financial institutions, especially in banking; domestic and international commercial markets, and international exchange.

Pre-requisites: All Foundation Courses; MBA 671

MBA 673, Investment Analysis and Theory

This course offers a study of investment, primarily in stocks and bonds, and of portfolio theory. Significant theoretical and empirical studies are discussed. The following topics are covered: the development of portfolio theory, fundamental analysis, technical analysis, bond and stock portfolio management, and international diversification.

Pre-requisites: All Foundation Courses; MBA 671

MBA 684, Leadership, Power and Influence

This course will examine the theory and practice of leadership in organizations. Traditional and modern theories of leadership will be explored, as well as the practical application of these theories in the work place. In addition to covering the traditional concepts of leadership in organizations, this course will take an in-depth look at the power and influence a leader has over the organization and its members.

Pre-requisites: All Foundation Courses; MBA 654

MBA 685, Negotiations and Conflict Management

This course is an introduction to the theory and practice of interpersonal bargaining. The course will examine types of bargaining strategies, planning for negotiations, how to handle negotiation breakdowns, communications, power, persuasion, and ethics in negotiations, as well as international dimensions of bargaining. The pedagogical approach will largely be through experiential learning exercises based on weekly readings. Evaluations of student efforts will be based upon self reflections, self-assessment, and personal portfolio construction, as well as in-class performance in negotiating sessions and debriefing discussions.

Pre-requisite: All Foundation Courses; MBA 654

MBA 686, Strategic Cost Analysis

Strategic Cost Analysis views cost management as an important management tool enabling organizations to realize their strategic objectives. This course examines the concepts involved in using cost management as a strategic weapon. It also presents essential cost management techniques used to implement strategic cost management. These techniques include: activity based costing, target costing, and a variety of performance measurement techniques. Actual corporate experiences with these techniques will be examined.

Pre-requisites: All Foundation Courses

MBA 687, Electronic Marketing

This course examines the impact of the Internet on traditional methods of marketing and its potential use for the marketing of goods and services across a range of product categories. This course investigates the utility of the Internet as a tool for businesses to increase effectiveness, efficiency, and competitiveness. Students will also study the business models currently existing on the Web and develop a framework that can be used to evaluate the Internet's potential for firm customer relationship building across a range of business types.

Pre-requisite: All Foundation Courses

MBA 688, Ethical Management of Organizations

This course will introduce students to the basic concepts of ethics. Students will examine ethical frameworks as they relate to business, the environment, the consumer, and the individual with an organization. Students will also learn to apply these frameworks using moral decision-making techniques to real world case studies. The class will offer students practical tools to help them recognize and address challenging ethical decisions.

Pre-requisite: All Foundation Courses; MBA 654

MPA 500, Introduction to Public Administration

Introduction to Public Administration provides a general overview of the field of public administration. The course includes theoretical and practical aspects of key governmental processes, historical development of the field, contributions of social science to understanding organizations, and ethical issues in contemporary government activities.

MPA 521, Management in Nonprofit Organizations

As more programs are operated by nonprofit organizations, public managers must understand the “third sector.” This course provides an overview of the history, structure, and role of the nonprofit sector, including how nonprofit agencies differ from public and for-profit entities in mission, governance, funding, and staffing, and will consider current issues facing the nonprofit sector.

Master of Business Administration Faculty

ELMORE R. ALEXANDER Dean and Professor of Management, 2007. *Degrees:* B.A., Wake Forest University; M.A., Ph.D., University of Georgia

KAVOUS ARDALAN Professor of Finance, 1998. *Degrees:* B.A., National University of Iran; M.A., Ph.D., University of California, Santa Barbara; Ph.D., York University, Toronto, Canada

ALEXANDER AVERIN Adjunct Instructor of Accounting, 2006. *Degrees:* B.A., Boston College; M.B.A., Marist College

WILLIAM S. BROWN Assistant Professor of Management, 1999. *Degrees:* B.A., Fairleigh Dickinson University; M.A., Montclair State University; M.B.A., Fairleigh Dickinson University; Ph.D., University of Pittsburgh

CHRISTY HUEBNER CARIDI Affiliate Assistant Professor of Economics, 2006. *Degrees:* M.B.A., Fordham University; Ph.D., New School University

ISMAY V. CZARNIECKI Lecturer of Management, 2008. *Degrees:* B.A. The College of New Rochelle, M.B.A., Iona College

KENNETH COLETTI Lecturer of Accounting, 2003. *Degrees:* M.B.A., Marist College

ANN E. DAVIS Associate Professor of Economics, 1986; *Degrees:* B.A., Barnard College; M.A., Northeastern University; Ph.D., Boston College

ELIZABETH M. DOHERTY Associate Dean, Director of Graduate Programs, and Professor of Management 2011. *Degrees:* B.A., Lawrence University; M.S.W., Washington University in St. Louis; Ph.D., Washington University in St. Louis

JOHN P. FINNIGAN Professional Lecturer of Finance, 2008. *Degrees:* B.S., LeMoyne College; M.B.A., Pace University

DAVID J. GAVIN Assistant of Professor of Management, 2007. *Degrees:* B.S., Liberty University; M.B.A. Marist College; Ph. D., University of Albany

JOANNE GAVIN Associate Professor of Management, 2002. *Degrees:* B.S., University of New Orleans; M.B.A., University of New Orleans; Ph.D., University of Texas at Arlington

ROBERT J. GROSSMAN Professor of Business, 1983. *Degrees:* B.A., Hobart College; J.D., State University of New York at Buffalo Law School; L.L.M., New York University School of Law

BRIAN HAUGHEY Assistant Professor of Finance/Director of the Investment Center; *Degrees:* B.Sc., University College of Dublin, Ireland; M.B.A., University College of Dublin, Ireland

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ASSOCIATE DEAN, GRADUATE DIRECTOR -- MBA FOR ACCOUNTANTS School of Management

Elizabeth M. Doherty, Ph.D.

SchoolOfManagement@Marist.edu

In 2009 New York became the 47th state in the U.S. to require 150 credit hours to be eligible for licensure as a Certified Public Accountant (CPA) in New York State. The Marist College School of Management is pleased to offer a “registered program” with the New York Office of Professions which meets the 150-credit-hour educational requirements for a candidate to be eligible for licensure as a Certified Public Accountant (CPA) in New York State. Individuals successfully completing the 30 hour program will earn a Master of Business Administration (MBA) degree.

The MBA for Accountants program builds upon the accounting foundation that students acquired in their undergraduate degree program with a broad-based graduate program in Business Administration that provides a high-quality, broad-based business management education. This program emphasizes the application of theory to management practice and the use of technology to enhance student learning.

SCHOOL OF MANAGEMENT MISSION

We develop people of integrity with the managerial expertise, vision, pragmatism and ethical sensibility to succeed professionally and personally on their own and with others. We prepare leaders to face the challenges of a dynamic and diverse world grounded in our ideals of excellence in education, the importance of community, and commitment to service.

Excellence in Education:

We challenge and develop students by creating a nurturing integrative experiential education within a strong liberal arts tradition.

Importance of Community:

We collaborate as a community of faculty, staff, students, alumni and other stakeholders to expand and continuously improve knowledge of the practice, study, and teaching of management through program innovation, research, and professional activities.

The Commitment to Service:

We use our knowledge and experience with our stakeholders to improve the operation of public and private organizations and the quality of life for individuals and communities in both the region and the world.

EDUCATIONAL OBJECTIVES

The educational objectives of the MBA Program are to:

- provide a dynamic business curriculum that cultivates professional skills and values, while focusing on real-world applications and employing current and emerging technologies, and
- advance students' managerial knowledge, elevate their communication, analytical, technological, and decision-making skills, and stimulate their appreciation of the social and ethical implications of working in a diverse, global business environment.

AACSB INTERNATIONAL ACCREDITATION

In 2002, the Marist College MBA program was granted accreditation by one of higher education's most prestigious and rigorous international accrediting bodies, The Association to Advance Collegiate Schools of Business-International (AACSB). Accreditation by AACSB-International is the highest distinction offered to business schools both nationally and internationally and confirms Marist's commitment to the highest standards of excellence in its business curriculum, faculty, and student resources. Only 30 percent of business and management programs nationwide are accredited at both the bachelor's and master's degree level, achieving a standard widely accepted and adopted by the educational and business communities.

CURRICULUM

The MBA for Accountants program consists of 10 classes (30 credit hours). They are:

- MBA 610, Global Environment of Business
- MBA 614, Accounting Research and Communications
- MBA 621, Strategic Marketing Planning
- MBA 635, Business Analysis for Decision Making
- MBA 654, Managing Organizational Change
- MBA 661, Operational Excellence
- MBA 671, Corporate Financial Theory & Practice
- MBA 688, Ethical Management of Organizations
- MBA 699, Current Issues in Professional Accounting
- MBA 801, Strategic Management

MBA for Accountants students complete their studies in two "capstone" courses. MBA 699, *Current Issues in Professional Accounting* examines contemporary and controversial issues which emphasize the professional and social responsibilities of the accountant, and prepares students for a career in professional accounting. MBA 801, *Strategic Management* integrates the various functions of an organization into a strategic, total management perspective. This integration better prepares graduates to meet the demands of an increasingly complex, competitive and rapidly changing business environment.

FORMAT

The Marist MBA for Accountants program has been carefully crafted to mesh with students' undergraduate experience, internship opportunities, and accounting firm expectations. Students join a cohort and take their classes together for the duration of the program. They begin with one

course in the summer followed by four in the fall, one during winter session, and four in the spring. The summer course is taught in a hybrid format – partially face-to-face in a traditional classroom setting, and partially online. The fall and spring courses are taught face-to-face during a 15-week semester. The winter session course is an intense 4-week course taught in a face-to-face format. Students who successfully complete all requirements of the program are eligible to graduate with the MBA degree in May, one year after completing the bachelor's degree.

ADMISSIONS REQUIREMENTS

The MBA for Accountants program looks at an applicant's academic accounting and business background, interests, aptitude, and capacity to perform graduate work. In determining admittance to the program, the MBA for Accountants Program admissions committee checks to make sure the applicant holds a baccalaureate degree. In addition, they look to see that the student has earned a grade of "B" or better in the requisite accounting courses at the undergraduate level including: Financial Accounting, Managerial Accounting, Intermediate Accounting I and II, Cost Accounting, Advanced Accounting, Auditing, Tax, and Advanced Auditing. Further, applicants must have completed the following foundation courses as part of their undergraduate degree program: Macro and Micro Economics, Marketing, Statistics, Business Management, and Financial Management, typically with grades of "B" or better. Next, the MBA for Accountants Program admissions committee takes into account an applicant's achievement on the Graduate Management Admission Test (GMAT). At minimum, applicants must earn a score of 450 to qualify for the MBA for Accountants Program. Finally, the admissions committee considers the applicant's resume and letters of recommendation if applicable.

APPLICATION PROCESS

Applicants must submit all of the material listed below:

- A completed Marist Graduate Admissions Application
- A \$50.00 non-refundable application fee made payable to Marist College
- Official transcripts from all undergraduate institutions attended
- A current résumé
- An official score report of the Graduate Management Admission Test (GMAT). Specify on the GMAT application that the GMAT score should be sent to Marist College. Marist's report code is K9K-FZ-91
- Completed recommendation forms from two references if a non-Marist applicant
- Proof of MMR immunity (if born on or after January 1, 1957) -- upon enrollment in the program.

Applicants can obtain registration forms for the GMAT from the Office of Graduate and Adult Enrollment or by contacting the Educational Testing Service directly at: Graduate Management Admission Test, Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103 (www.GMAT.org). The GMAT is administered as a computer-adaptive test and is offered almost anytime throughout the year at over 400 computer-based testing sites. Applicants are strongly encouraged to utilize commonly available study guides to

prepare for taking the exam. Failure to engage in adequate preparation may result in scores unacceptable for admission to the program.

INTERNATIONAL APPLICANTS

International students must have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service prior to application. A course-by-course evaluation and grade equivalency are needed. Students wishing to pursue the program assume responsibility for remaining in compliance with immigration regulations. Please visit www.marist.edu/graduate for complete international admissions criteria.

REGISTRATION PROCEDURES

Registration and payment is done online.

MBA PROGRAM ACADEMIC POLICIES

To remain in good standing in the MBA for Accountants program, students must maintain a minimum cumulative GPA of 3.0 throughout the program and to graduate. The Graduate Program Director will review the academic status of any student whose GPA falls below 3.0 to determine whether that person can continue in the program. Any student who earns a grade of F for any course will be dismissed from the program. (Please refer to the Student Handbook for additional policies and procedures not covered in this section.)

Graduate Courses for MBA for Accountants Program

MBA 610, Global Environment of Business

This course analyzes the broad range of forces shaping the global environment for the conduct of business – with a focus on issues that are increasingly critical for successful business managers. This course includes a survey of core functions of international businesses to illustrate the unique challenges faced by international business managers, and analyzes techniques managers have adopted to respond to these challenges. Topics addressed include the nature and scope of international business; the political, cultural, legal, ethical, and economic considerations of international business; international trade and foreign direct investment, global operations, including production, marketing, strategic planning and human resource management, as well as issues in international accounting.

MBA 614, Accounting Research and Communications

This course is designed to provide students with an understanding of how to perform professional accounting and tax research using electronic accounting and tax research services and the Internet. Techniques of identifying issues, locating and evaluating

relevant authority, and effectively communicating in writing the conclusions and recommendations of the research are emphasized.

MBA 621, Strategic Marketing Planning

This course develops an understanding of the concepts and techniques of contemporary strategic marketing planning. Major subject areas include: evolution of strategic corporate and marketing planning; the logic of the planning process; product and market analysis; definition of opportunities and threats; strategic selection based on product life cycle; evaluation of marketing plans by discounted cash flows, net present value method, and internal rate of return method. The use of models to develop marketing strategies will also be examined. The course makes extensive use of the case study method and employs a “learning by doing” approach.

MBA 635, Business Analysis for Effective Decision-Making

This course explores common tools for data analysis and their application to decision-making situations. Topics include regression and correlation, forecasting, linear programming, project management, and other selected topics. All models will be taught with attention to managerial applications, including case analyses. Course will include heavy computer usage.

MBA 654, Managing Organizational Change

This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student’s capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.

MBA 661, Operational Excellence

This course is designed to provide the student with the concepts and tools necessary to design, manage, and control the transformation process in manufacturing and service settings and to develop systems thinking. The manufacturing philosophies of MRP/ERP, JIT/TQM, TOC/Synchronous Manufacturing, and Supply Chain Management will be explored in depth. Additionally, project management skills will be developed and practiced. These concepts will be applied to case studies and/or business projects.

MBA 671, Corporate Financial Theory & Practice

A study of the theory and practice of corporate finance with attention to financial theory as it refers to the decision-making process. The following topics are covered in detail: the modern approach to risk, the investment decision, and the theory of capital structure, dividend policy, short term financial management, and financial forecasting.

MBA 688, Ethical Management of Organizations

This course will introduce students to the basic concepts of ethics. Students will examine ethical frameworks as they relate to business, the environment, the consumer, and the individual with an organization. Students will also learn to apply these frameworks using moral decision-making techniques to real world case studies. The class will offer students practical tools to help them recognize and address challenging ethical decisions.

MBA 699, Current Issues in Professional Accounting

This course provides an Integrative experience for students who are planning on a career in professional accounting. Issues of a contemporary and controversial nature will be examined in depth with an emphasis on the professional and social responsibilities of the accountant.

MBA 801, Strategic Management

Drawing upon information and skills learned in previous MBA courses, the capstone requires the student to integrate and process all that has been learned in the previous courses. Strategic management cases or typically comprehensive computer oriented management games are employed. These involve the totality of an organization's situation at a certain time, are unstructured, and require a significant amount of time to research and diagnose in order to make realistic long range recommendations. This is the final core course to be taken in the program.

Master of Business Administration Faculty

ELMORE R. ALEXANDER Dean and Professor of Management, 2007. *Degrees:* B.A., Wake Forest University; M.A., Ph.D., University of Georgia

KAVOUS ARDALAN Professor of Finance, 1998. *Degrees:* B.A., National University of Iran; M.A., Ph.D., University of California, Santa Barbara; Ph.D., York University, Toronto, Canada

ALEXANDER AVERIN Adjunct Instructor of Accounting, 2006. *Degrees:* B.A., Boston College; M.B.A., Marist College

WILLIAM S. BROWN Assistant Professor of Management, 1999. *Degrees:* B.A., Fairleigh Dickinson University; M.A., Montclair State University; M.B.A., Fairleigh Dickinson University; Ph.D., University of Pittsburgh

CHRISTY HUEBNER CARIDI Affiliate Assistant Professor of Economics, 2006. *Degrees:* M.B.A., Fordham University; Ph.D., New School University

ISMAY V. CZARNIECKI Lecturer of Management, 2008. *Degrees:* B.A. The College of New Rochelle, M.B.A., Iona College

KENNETH COLETTI Lecturer of Accounting, 2003. *Degrees:* M.B.A., Marist College

ANN E. DAVIS Associate Professor of Economics, 1986; *Degrees:* B.A., Barnard College; M.A., Northeastern University; Ph.D., Boston College

ELIZABETH M. DOHERTY Associate Dean, Director of Graduate Programs, and Professor of Management 2011. *Degrees:* B.A., Lawrence University; M.S.W., Washington University in St. Louis; Ph.D., Washington University in St. Louis

JOHN P. FINNIGAN Professional Lecturer of Finance, 2008. *Degrees:* B.S., LeMoyne College; M.B.A., Pace University

DAVID J. GAVIN Assistant of Professor of Management, 2007. *Degrees:* B.S., Liberty University; M.B.A. Marist College; Ph. D., University of Albany

JOANNE GAVIN Associate Professor of Management, 2002. *Degrees:* B.S., University of New Orleans; M.B.A., University of New Orleans; Ph.D., University of Texas at Arlington

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