

Master of Business Administration

school of management



ASSISTANT DEAN, MBA/MPA PROGRAMS, SCHOOL OF MANAGEMENT**Jean A. Theobald, M.P.S.****(845) 575-3225****jean.theobald@marist.edu****MBA PROGRAM DIRECTOR, SCHOOL OF MANAGEMENT****Margaret Gagne, Ph.D.****(845) 575-3225****margaret.gagne@marist.edu**

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. Structured for part-time study and offered in both traditional classrooms and accelerated online formats, the Marist MBA program provides high-quality, broad-based business management education which 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

The School of Management seeks to prepare our undergraduate and graduate students to become effective, socially responsible leaders and managers in today's competitive and rapidly changing global business environment.

We support our mission by providing a high-quality, broad-based management education within the framework of a strong liberal arts tradition; excellence in teaching in a highly nurturing, personal setting; the application of theory to management practice; and the use of technology to enhance student learning.

In addition, we share our resources through professional and volunteer service to the business, nonprofit, government, and academic communities.

EDUCATIONAL OBJECTIVES

The educational objectives of the MBA Program are:

- to provide a dynamic, broad-based business curriculum that cultivates professional skills and values, while focusing on real-world applications and employing current and emerging technologies.
- to 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 (AACSB). Accreditation by AACSB 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 COURSE SCHEDULING ONLINE OR ON CAMPUS – THE CHOICE IS YOURS

Students in the MBA program may pursue their studies in any of three convenient formats: in a traditional classroom setting, online, or through a combination of both – whatever best suits their needs.

Classroom-based courses are offered one night per week, Monday through Thursday, for fifteen weeks from 6:30 P.M. until 9:15 P.M. on the Poughkeepsie main campus or at the Fishkill Extension Center.

Online courses are offered in accelerated 8-week segments or “rounds.” Round 1 courses run the first 8 weeks of each semester. Round 2 courses run the second 8 weeks of each semester. Online courses require no technical skill beyond familiarity with a basic Windows environment. (Note: Students wishing to pursue the entire program on-campus may be required to take an online class during their course of study in order to complete the program in a timely fashion.) Classroom-based courses are fifteen weeks long and begin in September and January. Online courses begin in September, November, January, March, and May.

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. U-compass Learning technology is utilized, enabling 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, or private chat rooms. There is no on-campus requirement nor are all students expected to be online at the same time. To take an online tour visit www.marist.edu/management/mba.

TECHNICAL REQUIREMENTS FOR ONLINE COURSES

At a minimum, a personal computer with a Pentium 166 processor, 32 megabytes of RAM, 28.8 modem (56K recommended) is required. Access to the Web via MS Internet Explorer (version 5.0 or higher), Netscape (version 4.7 or higher), or America Online (version 4.0 or higher) is needed. Microsoft Office 97 or higher is essential throughout the program. Technical skills beyond familiarity with a basic Windows environment are not needed.

ADMISSIONS REQUIREMENTS

The MBA program is concerned with the interest, 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), and past professional achievement and growth. The MBA Admissions Committee will review 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 better who have not yet submitted a GMAT score can take up to 6 credits in one semester as a non-matriculated student. All requirements for matriculation must be satisfied 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 student. Applications for the MBA program are reviewed according to published deadlines.

MBA students are expected to have adequate competencies in basic math skills through college algebra and basic computer skills including the use of spreadsheet and word-processing software. Students who consider themselves deficient in these basic areas are encouraged take basic skills courses at Marist, a local community college, or other college locations before starting the MBA program.

REGISTRATION PROCEDURES

All students in the MBA program, including those on an approved Leave of Absence, receive scheduling information and registration materials midway through the semester for the following semester. Registration for graduate courses requires the signature of the assistant dean or program director for processing. Students are encouraged to register early and are responsible for meeting registration and payment deadlines. Registration for online courses must be financially cleared and fully processed no less than 10 days prior to the course start date.

MBA PROGRAM ACADEMIC POLICES

All academic requirements for the MBA degree must be completed within seven years of starting the program. 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 assistant dean. Students must be in good academic standing (minimum cumulative GPA of 3.0) to participate in commencement.

The maintenance of a minimum cumulative GPA of 3.0 is required for good academic standing. Students must achieve a cumulative GPA of 3.0 after completing one semester of full-time study or its equivalent.

Any student who earns a grade of “F” in a Core course within their first 9 credits of coursework will not be permitted to continue in the program until they have completed the failed course and reestablished academic standing.

Any student whose cumulative GPA falls below a 3.0, or receives a letter grade of F in any semester beyond 9 credits, will be placed on academic probation and have one semester of full-time study or its equivalent in which to reestablish good academic standing. Failed courses must be retaken the next time the course is offered.

Students in the MBA program are expected to maintain matriculation by completing at least one course per semester throughout the academic year – spring and fall. (Summer enrollment is encouraged, but not required.) Any student who is compelled to leave school for even one semester must notify the program director in writing to request a Leave of Absence. The number of times a graduate student may be granted a 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 program-specific information (course schedules, registration materials, etc.) is generated from the School of Management; therefore, MBA students are responsible for keeping the School of Management office informed of any change in home address, phone number, email address, or place of employment.

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

APPLICATION PROCESS

Applicants to the MBA program must submit:

- A fully completed Marist Graduate Studies application form;
- A \$30.00 nonrefundable application fee made payable to Marist College;
- Official transcripts from all undergraduate and/or graduate institutions attended;

PLEASE NOTE: Foundation course waivers are determined by the Admissions Committee 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.*

- A current résumé or a written statement describing work history and present responsibilities;
- 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 2400;

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 better who have not yet taken the GMAT may be permitted to enroll for one semester as a non-matriculated student pending submission of acceptable GMAT scores. Non-matriculated students are limited to six credits (2 courses) and must complete the requirements for matriculation upon completion of the semester. Students who fail to matriculate are withdrawn.

- Proof of MMR immunity (if born on or after January 1, 1957).

Registration forms for the GMAT can be obtained from the Office of Graduate Admissions 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 do so may result in scores unacceptable for admission to the program.

All of the above material must be received before an applicant will be permitted to enroll in MBA courses.

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. International students are advised that the MBA program is designed primarily for part-time study. INS 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 INS regulations. Please visit www.marist.edu/graduate for complete international admissions criteria.

TRANSFER CREDITS

Up to six (6) graduate credits earned within 10 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.

MBA PROGRAM OVERVIEW

The Marist MBA program is comprised of 3 components:

- Foundations for Management Study (0–21 credits waivable)
- The MBA Required Core (21 credits)
- Electives in Professional Areas (9 credits)

The Marist MBA degree program requires a minimum of 30 credits of graduate study. Depending on your prior education in business, students may need up to 21 additional credits of foundation courses, bringing the total credits required for the degree to 51 credits. Upon admission to the program, each student receives an individually designed Program Curriculum indicating the courses that must be successfully completed to qualify for his/her degree.

Foundation Courses

Foundation courses serve as prerequisites for related core courses and must be satisfied, if required, before enrolling in their related core. MBA foundations are designed to provide the academic background required for the core and elective classes. Up to 21 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 the course was taken:

a) at an AACSB accredited school

or

b) within the past 10 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. Students who believe they may have forgotten salient concepts in any foundation course area are encouraged to register for the appropriate foundation course, even if waived, before moving on to its respective 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. Foundation courses can be satisfied by completing the required course at Marist College, at other approved institutions, or through a test-out option. Students may discuss these options with the program director in greater detail upon admittance to the MBA program. Previous academic coursework is evaluated and waivers of foundation course requirements are determined upon review of a completed application file. Courses may not be waived on the basis of life experience.

Foundation Courses (0–21 credits waivable)

MBA 501	Legal Environment of Business	3 credits
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 attempt to get students to think broadly and to look at the company as a whole. The required core is dynamic and continues to change as the needs of management and the business community evolve. The Strategic Management seminar is the program's capstone course. This course is designed to develop an executive-level, strategic management perspective and to integrate previous knowledge. All MBA core courses are required for the MBA degree.

Graduate Core Courses (21 credits required)

MBA 610	Global Environment of Business	3 credits
MBA 621	Strategic Marketing Planning	3 credits
MBA 635	Business Analysis for Effective Decision Making	3 credits
MBA 654	Managing Organizational Change	3 credits
MBA 661	Operational Excellence	3 credits

MBA 671	Corporate Financial Theory and Practice	3 credits
MBA 801	Strategic Management (Capstone course)	3 credits

MBA Electives

MBA elective courses allow the student to concentrate in a specific area or may be taken in several areas of interest, whichever is most consistent with their professional objectives. Electives are intended to be a dynamic part of the MBA program and students can expect continuous changes to the list of elective offerings.

MBA Elective Courses (9 credits required)

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

MBA 622	International Marketing	3 credits
MBA 623	Consumer Behavior	3 credits
MBA 644	Financial Statement Analysis	3 credits
MBA 653	Management and Collective Bargaining	3 credits
MBA 662	TQM/Design and Management of High Performance Organizations	3 credits
MBA 672	Financial Markets and Institutions	3 credits
MBA 673	Investment Analysis and Theory	3 credits
MBA 684	Leadership, Power and Influence	3 credits
MBA 685	Negotiations and Conflict Management	3 credits
MBA 686	Strategic Cost Analysis	3 credits
MBA 687	Electronic Marketing	3 credits
MBA 688	Ethical Management of Organizations	3 credits
MPA 500	Introduction of Public Administration	3 credits
MPA 521	Management in Nonprofit Organizations	3 credits
MSCS 527	Systems and Information Concepts in Organizations	3 credits
MSCS 537	Data Management	3 credits
MSCS 567	Data Communications	3 credits

NOTE: Special Topics courses are also offered from time to time. Course descriptions for Special Topics courses are included in course registration mailings.

Advanced Certificate in Information Systems (MBA Graduate — Advanced Certificate Option)

MBA students who elect to take their electives in Information Systems may, upon graduation from the MBA program, apply those credits toward an Advanced Certificate in Information Systems. MBA Graduates choosing this option will complete an additional 9 credits of coursework in the Information Systems program following the completion of their MBA to earn the Advanced Certificate in Information Systems.

Courses required for Advanced Certificate in Information Systems are:

MSCS 527	Systems and Information Concepts in Organizations	3 credits	(MBA elective)
MSCS 537	Data Management	3 credits	(MBA elective)
MSCS 567	Data Communications	3 credits	(MBA elective)
MSCS 647	Information Analysis	3 credits	
MSCS 657	Systems Design	3 credits	
MSCS 720	Information Systems Project	3 credits	

SCHOOL OF MANAGEMENT ADVISORY COUNCIL

Council members serve as advisors to the Dean on strategic matters relating to the mission and objectives of the School.

Stanley Becchetti, *Vice President, A.G. Edwards & Sons (retired)*

Arthur J. Brown, Sr., *Vice President/CFO, Treemont Advisors*

Mary Beth Colucci, *Vice President Marketing, Hooked on Phonics*

Michael DiTullo, *President, Mid-Hudson Pattern for Progress, Inc.*

Marsha Gordon, *President & CEO, Westchester Chamber of Commerce*

David Grein, *Senior Vice President & CFO, Thomas J. Lipton, Inc. (retired)*

Stanley Grubel, *Vice President & General Manager, Philips Semiconductors (retired)*

Debra Levantrosser, *President, Arbeddesigns, LLC*

Robert Luce, *Vice President, Hay Group (retired)*

Michael P. McCormick, *Partner/Portfolio Manager, Gilder, Gagnon,
Howe & Company*

Sara Pettes McWilliams, *Vice President, Abbott Smith Associates*

Frank Minerva, *Senior Vice President, Division Sales Manager, UBS Paine Webber*

William Moran, *Executive Vice President/General Auditor, Chase Manhattan Bank*

David Schempp, *Marketing Consultant*

Pierce Smith, *Consultant, Pierce R. Smith Associates*

Roger Smith, *President, Pawling Corporation*

Thomas Troland, *Brand Futurist/Business Development, Meredith Corporation*

Gerald Weinstein, *Executive Vice President/Creative Director,
Medicus Communication*

Graduate Courses in Business Administration

FOUNDATION COURSES

MBA 501

Legal Environment of Business

3 Credits

Study of the foundations of the American legal system: basics of contract law, agency law, forms of business organization law, and consumer safety law; basics of administrative law and practice; regulation of competition; the influence of the structure of business on the morality of the business' behavior; the international legal environment, and currently emerging issues in the legal environment of business.

MBA 515

Economics Foundations

3 Credits

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 what goods, how many goods will be produced, and who will use them. In addition, the course will examine the performance of the entire 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 policy tools available to the government to influence the economy.

MBA 525

Marketing Foundations

3 Credits

Marketing is an exciting field and a key driving force in any successful business enterprise. This course is intended to provide a descriptive view of marketing and marketing management. The primary focus will be to understand the marketing planning process

and the decision making required during each step of this process. Although this is an introductory course in marketing, a strong effort is placed on experiential learning and relating the material to applied settings. Class discussions involving current marketing situations and issues are emphasized.

MBA 535

Analytical Tools for Decision Making

3 Credits

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. **Prerequisites:** Competency in college level algebra and computers

MBA 545

Accounting Foundations

3 Credits

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

3 Credits

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***3 Credits*

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 610****Global Environment of Business***3 Credits*

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.

Prerequisite: MBA 555 Management Foundations

MBA 621**Strategic Marketing***3 Credits*

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.

Prerequisites: MBA 525 Marketing Foundations; MBA 535 Analytical Tools for Decision Making

MBA 635**Business Analysis for Effective Decision Making***3 Credits*

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

Prerequisite: MBA 535 Analytical Tools for Decision Making

MBA 654**Managing Organizational Change***3 Credits*

This course is designed to teach graduate students and managers how to facilitate Organization Development — the management discipline aimed at improving organizational, individual, and team effectiveness through planned, systematic interventions and change. Organizational change is positioned as a transformational process that affects people, processes, and structures. Specifically, participants develop awareness of how to recognize and nurture organizational capabilities — the unique way organizations’ structures work, build culture, and motivate its citizens, and how to design organizations to leverage their competencies.

Prerequisite: MBA 555 Management Foundations

MBA 661**Operational Excellence***3 Credits*

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. The manufacturing philosophies of MRP/ERP, JIT/TQM, TOC/Synchronous Manufacturing, and Supply Chain Management will be explored in depth. These concepts will be applied to case studies and/or business projects.

MBA 671**Corporate Financial Theory & Practice***3 Credits*

A study of the theory and practice of corporate finance with attention to financial theory as it explains and influences 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. **Prerequisites:** MBA 535 Analytical Tools for Decision Making; MBA 575 Finance Foundations

MBA 801**Strategic Management***3 Credits*

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. **Prerequisites:** Good academic standing and completion of all core courses

ELECTIVE COURSES

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

MBA 622**International Marketing***3 Credits*

This problem-solving marketing management course with an international focus aims to develop critical thinking skills in developing and implementing marketing strategies and programs in international contexts. Students will learn to develop critical appreciation of the external forces shaping marketing strategies in the interconnected and highly competitive global economy. They will also learn when to use different product-

market entry and penetration strategies, when to standardize or adapt marketing programs, when to centralize or decentralize marketing decision making, and determine how to organize international marketing operations for maximum corporate effectiveness. The materials cover a broad range of industries in both consumer and business-to-business markets, and situations from all regions of the world, including both emerging and developed markets. We also focus on issues specific to international contexts, such as lead markets, the sequence of market-entry strategies, or the trade-off between standardization and local adaptation. Course material involves high-level interaction with the assistance of case studies and scenarios and assumes a basic foundation of marketing strategies and tactics.

Prerequisites: MBA 525 Marketing Foundations; MBA 535 Analytical Tools for Decision Making

MBA 623**Consumer Behavior***3 Credits*

This course studies the mental and physical processes in which consumers engage. It integrates social and cognitive psychology with marketing an 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? Have you ever watched people at the mall, a restaurant, or a sporting event and wondered why they did what they did? Why did they feel they needed to buy that 48th Beanie Baby? How could we sell them their 128th? Should we?

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.

Prerequisites: MBA 525 Marketing Foundations

MBA 644**Financial Statement Analysis***3 Credits*

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 the appropriate valuation model for equities and firms.

MBA 653**Management and Collective Bargaining***3 Credits*

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.

MBA 662**TQM/Design and Management of High Performance Organizations***3 Credits*

Total Quality Management/Design and Management of High Performance Organizations is an introduction to the principles of manufacturing and service quality management. This course exposes the student to a wide range of quality management terms and theories while examining the strategic role of quality in the organization and strategic issues involved in the management of quality. Topics include: Six Sigma, methodologies for identifying and assessing customer requirements, developing customer focus, measuring quality performance, statistical process control, sampling/designing of experiments, reliability analysis, and continuous improvement. As such, this class provides a basis on which to assess, evaluate, and recommend corrective management actions to current or proposed quality initiatives. Focus is on understanding and being able to apply

all the concepts throughout an organization.

Prerequisite: MBA 635

MBA 672**Financial Markets and Institutions***3 Credits*

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.

Prerequisites: MBA 515 Economics Foundations; MBA 575 Finance Foundations

MBA 673**Investment Analysis and Theory***3 Credits*

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.

Prerequisites: MBA 535 Analytical Tools for Decision Making; MBA 575 Finance Foundations

MBA 684**Leadership, Power and Influence***3 Credits*

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 workplace. 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.

MBA 685**Negotiations and Conflict Management***3 Credits*

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.

Prerequisite: MBA 555 Management Foundations

MBA 686

Strategic Cost Analysis

3 Credits

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.

Prerequisites: MBA 545 Accounting Foundations; MBA 555 Management Foundations

MBA 687

Electronic Marketing

3 Credits

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. **Prerequisite:** MBA 525 Marketing Foundations

MBA 688

Ethical Management of Organizations

3 Credits

This course will introduce students to the basic concepts of Business Ethics through textbooks and additional readings. Students will relate the ethical frameworks to business in general, the environment, the consumer, and the individual with a firm. In addition to learning concepts, students will be challenged to apply moral decision-making techniques to real-world case studies. The ultimate goal of the course is to enlighten students that hard decisions are not choices between a right and a wrong but the choice between a right and a right or a wrong and a wrong. This class will offer practical tools to help students recognize and address these situations.

MPA 500

Introduction to Public Administration

3 Credits

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

3 Credits

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.

MSCS 527**Systems and Information Concepts in Organizations***3 Credits*

An identification and basic exploration of the systems point of view, the organization of a system, information flows, and the nature of information systems in organizations. The relation between systems and information to organizational objectives is examined. Functional information systems are explored including marketing, manufacturing, and finance. The distinction is made between management-information systems and decision-support systems. Team exercises and multiple-case problems are used.

MSCS 537**Data Management***3 Credits*

A study of the critical issues related to managing data in organizations. The concept of data as a resource, the data environment, the database approach, and the need for data modeling are examined in detail. The growing use of database-management systems in managing data is discussed. The data-administration function, its relevance in evolving organizations, and emerging issues are also addressed.

MSCS 567**Data Communications***3 Credits*

This course examines the concepts and mechanisms of data-transport systems including information in the form of data, voice, and image. Network architecture, terminology, control, and general topologies are discussed. Current equipment and physical interconnection are explored in an applied model incorporating a range of network services to support application development, distributed processing, information centers, and distance learning. Emphasis is placed on the impact of data-communications technology on organizations and on the design of future information systems.

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