

ASSOCIATE DEAN, MBA PROGRAMS

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ASSISTANT DEAN, MBA/MPA PROGRAMS

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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. Structured for part-time study, 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

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

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.

We offer classroom-based courses that meet one night per week, Monday through Thursday, from 6:30 P.M. until 9:15 P.M. at the Marist Fishkill Center — a professional office complex designed to meet the needs of working professionals. Our online courses require no technical skill beyond familiarity with a basic Windows environment. Classroom-based and online courses are 15 weeks long and begin in September and January. We also offer a limited selection of classes in the summer. Summer classes are typically condensed into eight-week sessions and start in late May and run until mid-July.

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. We utilize Ucompass Learning technology that 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. To take an online tour visit www.marist.edu/mba.

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 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 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. Applications for the MBA program are reviewed according to published deadlines.

We expect MBA students to have adequate competencies in basic math skills through college algebra and basic computer skills including the use of spreadsheet and word-processing software. 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.

REGISTRATION PROCEDURES

All students in the MBA program 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 for processing. Students are encouraged to register early and are responsible for meeting registration deadlines. Payment is required at the time of registration. Registration for online courses must be financially cleared and fully processed.

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 – spring and fall. (Summer enrollment is encouraged, but not required.) 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 assistant dean or the program director. Students must be in good academic standing (minimum cumulative GPA of 3.0) to participate in commencement.

All program-specific information (course schedules, registration materials, etc.) is generated from the School of Management; therefore, MBA students are responsible for keeping the Office of the Registrar and the School of Management office informed of any change in home address, phone number, email address, or place of employment. To change your address, go to: www.marist.edu and click on Current Students. Scroll down to Registrar and click on Change of Address. Please Note: you must use your Marist Account to make changes.

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

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 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 maybe 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. International students are advised that the MBA program is designed primarily for part-time study. 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 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 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 the associated core course. We designed the MBA foundation courses to provide the academic background required for the core and elective courses. 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 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 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 their academic advisor 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 neither be waived, nor may academic credit be granted, 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. 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 6 credits of electives to register for the Capstone.

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 you to concentrate in a specific area or you may take courses in several areas of interest, whichever is most relevant to your professional objectives. Electives are intended to be a dynamic part of the MBA program. We offer a wide selection of electives, so choose those courses that will best prepare you to move ahead on your career path.

MBA Elective Courses (9 credits required)

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

MBA 613	International Economics	3 credits
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 to 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: From time to time we offer Special Topics courses. We include course descriptions for Special Topics courses in course registration mailings.

Advanced Certificate in Executive Leadership

The nine-credit **Advanced Certificate in Executive Leadership** program is designed for individuals with an academic background in business or management who wish to enhance their leadership skills and their knowledge of current leadership practices and theory.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirement as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Executive Leadership shall complete any three 600-level graduate courses from the following list:

MBA 654	Managing Organizational Change
MBA 684	Leadership, Power and Influence
MBA 685	Negotiations and Conflict Management
MBA 688	Ethical Management of Organizations

PREREQUISITE: Introduction to Business Management or its equivalent, taken at the undergraduate or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the CLEP Introduction to Management exam. Candidate must have fulfilled the prerequisite requirements within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation course (MBA 555 Management Foundations) to satisfy this prerequisite requirement.

Advanced Certificate in Production Management

The nine-credit **Advanced Certificate in Production Management** program is designed for individuals with an academic background in business, engineering, or

production management who work in manufacturing settings and wish to enhance their knowledge of current production and quality-management theories and practices.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirement as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Production Management shall complete all three 600-level graduate courses from the following list:

MBA 635	Business Analysis for Effective Decision Making*
MBA 661	Operational Excellence
MBA 662	TQM/Design and Management of High-Performance Organizations

PREREQUISITE: Business Statistics or its equivalent taken at the undergraduate or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the DANTE'S Principles of Statistics or the Regents College Statistics test. Candidate must have fulfilled the prerequisite requirements within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation course (MBA 535 Analytical Tools for Decision Making) to satisfy this prerequisite requirement.

*MBA 635 is a prerequisite for both MBA 661 and MBA 662.

Advanced Certificate in Marketing

The nine-credit **Advanced Certificate in Marketing** program is designed for mid-career or senior-level professionals with an academic background in marketing, business, or management who wish to enhance their knowledge of marketing concepts.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirements as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Marketing shall complete three 600-level graduate courses from the following list:

MBA 621	Strategic Marketing Planning
MBA 622	International Marketing
MBA 623	Consumer Behavior
MBA 687	Electronic Marketing

PREREQUISITES: Introduction to Marketing, Business Law, and Business Statistics and/or their equivalents taken at the undergraduate and/or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the CLEP Principles of Marketing, CLEP Introduction to Business Law, and DANTES Principles of Statistics. Candidate must have fulfilled the prerequisite requirements within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation courses (MBA 501 Legal Environment of Business, MBA 525 Marketing Foundations, and MBA 535 Analytical Tools for Decision Making) to satisfy these prerequisite requirements.

Advanced Certificate in Financial Management

The nine-credit **Advanced Certificate in Financial Management** program is designed for mid-career or senior-level finance professionals with an academic background in management, finance, or accounting who wish to enhance their financial acumen and their knowledge of current financial management theory.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirements as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Financial Management shall complete three 600-level graduate courses from the following list:

MBA 644	Financial Statement Analysis
MBA 671	Corporate Financial Theory and Practice
MBA 672	Financial Markets and Institutions
MBA 673	Investment Analysis and Theory
MBA 686	Strategic Cost Analysis

PREREQUISITES: Undergraduate and/or graduate coursework in the following subjects: Macroeconomics, Microeconomics, Business Statistics, Managerial Accounting, Financial Accounting, Financial Management, and Business Management or their equivalents with an earned grade of B or better taken within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation courses (MBA 515 Economics Foundations, MBA 545 Accounting Foundations, MBA 535 Analytical Tools for Decision Making, MBA 575 Finance Foundations, and MBA 555 Management Foundations) to satisfy these prerequisite requirements.

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 BOARD

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

Stephen Cosgrove, Vice President, Corporate Controller, Johnson & Johnson

Jack Eberth, *Class of '69*, Program Executive, Engineering & Technology Services, IBM Corp. (*retired*)

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

Debra Levantrosser, *Class of '96*, Executive Director, Lean/Supply Chain Improvement, Johnson & Johnson

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

Michael Marchesano, *Class of '78*, Managing Director, Jordan Edmiston Group, Inc.

Frank Minerva, *Class of '76*, Managing Director, Private Wealth Management, UBS AG

William Moran, *Class of '63*, Executive Vice President, Chase Manhattan Bank (*retired*)

Richard O'Donnell, Jr., *Class of '84*, Director, UTC Power Global Supply Chain, United Technology

Sara Pettes McWilliams, Principal, Executive Search/KMASA

Thomas Troland, *Class of '66*, Senior Market Analyst/Research Group, Meredith Corporation

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 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

3 Credits

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

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 Planning

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 501 Legal Environment of Business; MBA 525 Marketing Management; 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, 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.

Prerequisite: MBA 535 Analytical Tools for Decision Making

MBA 654

Managing Organizational Change

3 Credits

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.

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 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.

Prerequisite: MBA 635 Business Analysis for Effective Decision-Making

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 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.

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 and at least two electives.

ELECTIVE COURSES

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

MBA 613**International Economics***3 Credits*

This course provides students with an opportunity to study the international economic context for business strategy and provides an overview of the determinates of trade between nations, comparative advantage, national trade and competitiveness policies, and exchange rates. Students will also become familiar with key international insti-

tutions 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.

Prerequisite: MBA 515 Economics Foundations

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

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.

Prerequisites: MBA 501 Legal Environment of Business; 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 and economic theory to bet-

ter 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.

Prerequisite: 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 appropriate valuation techniques.

Prerequisites: MBA 545 Accounting Foundations; MBA 575 Finance Foundations

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.

Prerequisite: MBA 555 Management Foundations

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 Business Analysis for Effective Decision-Making

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 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.

Prerequisite: MBA 555 Management Foundations

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 relationship 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.

Prerequisite: MSCS 527 Systems and Information Concepts in Organizations

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.

Prerequisites: MSCS 527 Systems and Information Concepts in Organizations; MSCS 537 Data Management

Business Administration Faculty

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