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 MBA Curriculum consists of three types of classes. Due to student preference, all courses are offered online. With sufficient student demand, courses may also be offered in a face-to-face delivery format. Fall, spring and summer online courses typically run either 8 or 15 weeks. 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 or university 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. Within the parameters set by the professor, online students log on according to their own schedules, when it is most convenient for them. Communication is ongoing via Forums, e-mail, 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 either the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE) General Test, letters of recommendation, response to essay
questions, and past professional achievement and growth. Marist 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) or the Graduate Record Exam General Test (GRE) 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. For the GRE General Test, specify on the GRE application that the GRE General Test score should be sent to Marist College. Marist’s report code is 2400.
- Completed recommendation forms from two references, preferably at least one from a former professor
- 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 or GRE test. 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 and request a review at the time of application.
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. To obtain additional information regarding the GMAT exam including registration for upcoming test dates, please visit www.GMAT.org.

The GRE® revised General Test is available at about 700 test centers in more than 160 countries. It is offered as a computer-based test year round at most locations around the world and as a paper-based test up to three times a year in areas where computer-based testing is not available. To obtain additional information regarding the GRE exam including registration for upcoming test dates, please visit www.ets.org/gre.

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.

SUBSTITUTION CREDITS
Up to six (6) graduate credits from another AACSB-accredited graduate business program or certain other graduate programs may, with special permission from the MBA Director, be used to satisfy graduate core and/or elective requirements. A minimum grade of B is required. Courses already taken must be presented at the time of admission, and after admission to the MBA program, only courses from other Marist graduate programs will be considered for substitution. Credit for substituted courses requires the prior written approval of the MBA Program Director, at whose discretion the decision is. A request to substitute a course from another program for an MBA course must be accompanied by the 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.

The College’s policies with respect to maintaining matriculation, leaves of absence, and withdrawal from the Program apply to the School of Management graduate programs.

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.

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 and/or Electives (15 credits)

The Marist MBA degree program requires a minimum of 30 credits of graduate study beyond Foundation courses. Depending on a student's prior education in business, he or she may need up to 12 additional credits of Foundation courses, bringing the total credits required for the degree to 42 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 each Core or Elective (or Concentration) course before he/she may enroll in that course. The MBA foundation courses aim to provide the academic background required for the Core, Concentration and Elective courses. Up to 12 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. 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.

**Foundation Courses (0–12 credits, waivable)**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MBA 515</td>
<td>Economics Foundations</td>
<td>3 credits</td>
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<tr>
<td>MBA 525</td>
<td>Marketing Foundations</td>
<td>3 credits</td>
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<tr>
<td>MBA 535</td>
<td>Analytical Tools for Decision Making</td>
<td>3 credits</td>
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<tr>
<td>MBA 545</td>
<td>Accounting Foundations</td>
<td>3 credits</td>
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<tr>
<td>MBA 555</td>
<td>Management Foundations</td>
<td>3 credits</td>
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<tr>
<td>MBA 575</td>
<td>Finance Foundations</td>
<td>3 credits</td>
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**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. This course seeks 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.

**Core Courses (15 credits required)**

Each Core course is 3 credits.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Prerequisites</th>
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<tbody>
<tr>
<td>MBA 601</td>
<td>The 21st Century Manager</td>
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<tr>
<td>MBA 602</td>
<td>Financial Analysis for Business Decisions</td>
<td>MBA 515, 535, 545; MBA 601</td>
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<td>MBA 603</td>
<td>Business, Government and Society</td>
<td>MBA 601</td>
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<tr>
<td>MBA 604</td>
<td>Management Methods for Business Decision-Making</td>
<td>MSIS 637, Decision Support Systems</td>
</tr>
<tr>
<td>MBA 801</td>
<td>Strategic Management (Capstone course)</td>
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Prerequisites: All Foundation courses, and all Core courses plus 3 Elective or Concentration courses
Concentrations – (12 credits required, these consist of a specific sequence of electives)

MBA Concentrations allow students the opportunity to gain deeper knowledge in a specific area. Students may select one of the following 4 Concentrations: Ethical Leadership, Financial Management, Healthcare Administration or International Business. If a student does not select a Concentration, the student will receive a general MBA degree. In all cases, MBA 601 and MBA 602 must be completed satisfactorily before enrolling in a Concentration course.

**Ethical Leadership**
1) MBA 654 Managing Organizational Change
2) MBA 684 Leadership, Power & Influence
3) MBA 685 Negotiations and Conflict Management
4) MBA 688 Ethical Management of Organizations

**Financial Management**
1) MBA 644 Financial Statement Analysis
   Suggested prerequisite: MBA 671
2) MBA 671 Corporate Financial Theory & Practice
3) MBA 672 Financial Markets & Institutions
   Suggested prerequisite: MBA 671
4) MBA 673 Investment Analysis & Theory
   Suggested prerequisite: MBA 671

**Healthcare Administration**
1) MBA 654 Managing Organizational Change
2) MBA 681 US Health Care Policies and Systems
2) MBA 682 Ethical/Legal Issues in Health Care
3) MBA 683 Critical Issues in Health Care

**International Business**
1) MBA 613 International Economics
2) MBA 622 International Marketing
3) MBA 671 Corporate Financial Theory & Practice
4) MBA 672 Financial Markets & Institutions
   Suggested prerequisite: MBA 671

Students completing a Concentration will also need to take a 3-credit Elective course.

**Electives**

Electives are intended to be a dynamic part of the MBA program. A wide selection of Electives is offered 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. In all cases, MBA 601 and MBA 602 must be completed satisfactorily before enrolling in an Elective course.
MBA Elective Courses
(Please visit www.marist.edu/mba for a complete list of current electives.) Each is 3 credits.

- MBA 610 Global Environment of Business
- 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 681 US Healthcare Policies & Systems
- MBA 682 Ethical/Legal Issues in Healthcare
- MBA 683 Critical Issues in Healthcare
- 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 Special Topics courses are offered.
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 21st Century Manager**
This course examines the theory and practice of management and leadership in emerging organizational settings which include 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 to examine his/her leadership style and develop a plan to improve their skills in desired areas and environments. Additionally, the course introduces students to the technology necessary to deal with virtual teams and team members.

**Prerequisites:** All Foundation courses

**MBA 602**  
**Financial Analysis for Business Decisions**  
The focus of this course is on valuation and value creation. It brings business ethics to the attention of students, and employs data analytics. It consists of two inter-related components: financial statements and asset valuation. It starts with a general discussion of financial environment. 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 capital assets (capital budgeting). It ends with a discussion of exchange rate determination and parity conditions in international finance.  
**Prerequisites:** MBA 515, 535, 545; MBA 601

**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.  
**Prerequisite:** MBA 601

**MBA 604**  
**Management Methods for Business Decision-Making**  
This course covers concepts and tools that aid managerial decision making by applying analytic reasoning and computer-based tools to managerial problems. Managers are increasingly overwhelmed by the speed of decision making, the number of decisions, and the amount of data available to help make these decisions. Their success depends on their ability to extract business value from the raw data their organization collects. The course focuses on decision making techniques and tools including such topics as management science, model-driven decision support, data-driven DSS, expert systems, executive information systems and business intelligence.  
**Prerequisites:** MBA 515, 535, 545; MBA 601

**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.  
**Prerequisites:** Good Academic Standing (GPA of 3.0 or higher); MBA 515, 525, 535, 545; MBA 601, 602, 603, 604; and at least three Concentration or Elective courses.

**ELECTIVE/CONCENTRATION COURSES**

**MBA 610**  
**Sustainable Management in the 21st 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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

**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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

**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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

**MBA 622  
International Marketing**

This course addresses global issues and environmental and cultural aspects of doing business internationally with special emphasis on strategic implication of marketing in different country cultures. Decision 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:** All Foundation courses, MBA 601 and MBA 602

**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. Psychological and marketing theory, as well as market trends, societal changes, and yes, even aberrant consumer behavior, will be discussed.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602
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.  
**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

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.  
**Prerequisites:** All Foundation courses, MBA 601 and MBA 602. Suggested: 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 from the current press.  
**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

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.  
**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

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.  
**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

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.  
**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

**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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602. Suggested: 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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602. Suggested: MBA 671

**MBA 681 US Health Care Policies and Systems**
US Health Care Policies and Systems is an introduction to health care delivery systems and the policy environment they operate in, with emphasis on the American system of health care and its major issues and challenges. The course explores the dynamics of administration in health care institutions such as hospitals, nursing homes, and ambulatory care facilities, and the policy issues and controversies that shape the delivery of health care.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

**MBA 682 Ethical/Legal Issues in Health Care**
Ethical/Legal Issues in Health Care provides you with a fundamental knowledge of the legal system as it relates to health care institutions. The course then builds on your understanding of the legal system to integrate it with administrative theory as we examine ethical situations and decisions unique to health care administration and to the health care industry.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602

**MBA 683 Critical Issues in Health Care**
Critical Issues in Health Care covers topics of contemporary and controversial nature, focusing on topics such as the implementation of health care policy and the ongoing challenges of balancing margin v. mission decisions while working to ensure the long-term viability of an organization. It actively integrates historical information on health care issues with current topics under discussion in that week’s news outlets. Once it helps you develop an understanding of contemporary health care debate, it also provides you with tools and tactics for influencing the debate on a personal and system level.

**Prerequisite:** All Foundation courses, MBA 601 and MBA 602

**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 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.

**Prerequisites:** All Foundation courses, MBA 601 and MBA 602
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.
Prerequisites: All Foundation courses, MBA 601 and MBA 602

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.
Prerequisites: All Foundation courses, MBA 601 and MBA 602

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.
Prerequisites: All Foundation courses, MBA 601 and MBA 602

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.
Prerequisites: All Foundation courses, MBA 601 and MBA 602

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.
Prerequisites: All Foundation courses, MBA 601 and MBA 602

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.
Prerequisites: All Foundation courses, MBA 601 and MBA 602
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