

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 enhancement of managerial skills, from communication and team management to data analytics.

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.

THE MBA MISSION STATEMENT

The Mission of the Marist MBA Program is 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 nine core courses and three electives which can be selected to form a concentration. Due to student preference, all courses are offered online at present. With sufficient student demand, courses may also be offered in a face-to-face delivery format. Fall and spring courses are either 8 or 15 weeks; summer online courses are 8 weeks. The 8-week courses are accelerated. 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 courses selected by the Director 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 from which the applicant received a degree; under certain circumstances, transfer transcripts may also be required
- 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
- For on-site courses when offered, 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 certain other exceptions apply), and an application fee. Non-matriculated students are limited to two courses selected by the Director 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. Candidates wishing to apply for transfer credit (limited to six credits, graduate level) 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. After admission to the MBA program, if not all of the six possible transfer/substitution credits have been used, courses from other Marist graduate programs may 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 will have nine credits' worth of MBA courses, taken within a 12-month period during which no grade may be less than a B in which to reestablish good academic standing. Any student who fails to achieve a GPA of at least 3.0 by the end of that 12-month period, or who receives a grade of less than B during that 12-month period without having first raised his or her GPA to 3.0 or above, 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 2 components:

- The MBA Required Core (27 credits)
- Concentrations and/or Electives (9 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.

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 3 credits of electives to register for the Capstone.

Core Courses (27 credits required)

Each Core course is 3 credits.

MBA 660	The 21st Century Manager
MBA 663	Global Environment of Business Prerequisite or corequisite: MBA 660
MBA 664	Economics Prerequisite: MBA 660
MBA 665	Analytics Bootcamp Prerequisite or corequisite: MBA 660
MBA 667	Accounting Prerequisites: MBA 660, 665
MBA 668	Marketing Management Prerequisites: MBA 660, 663, 664, 665
MBA 669	Finance Prerequisites: MBA 660, 664, 665, 667
MBA 670	Operations Management Prerequisites: MBA 660, 663, 664, 665, 667, 668
MBA 801	Strategic Management (Capstone course) Prerequisites: MBA 660, 663, 664, 665, 667, 668, 669, 670 and at least one elective course

Concentrations—(9 credits required, these consist of a specific set of electives)

All students are required to take 9 elective credits beyond core. A student who does not select a concentration will receive a general MBA. MBA Concentrations allow students the opportunity to gain deeper knowledge in a specific area. Students may select one of the following 3 Concentrations: Ethical Leadership, Financial Management, or Healthcare Administration.

Ethical Leadership

Choose three of the following:

- 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

Choose three of the following:

- 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

Choose three of the following:

- 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

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.

MBA Elective Courses

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

Each is 3 credits.

MBA 613	International Economics *
MBA 621	Strategic Marketing Planning *
MBA 622	International Marketing *
MBA 623	Consumer Behavior *
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

* offered only when there is sufficient demand

NOTE: From time to time Special Topics courses are offered.

Graduate Courses in Business Administration

CORE COURSES

MBA 660

The 21st Century Manager

3 Credits

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. *15 weeks, 3 credits.*

MBA 663

Global Environment of Business

3 Credits

International business regulation (EU, WTO, Foreign Corrupt Practices Act and similar; antitrust, fair competition law); types of cross-border for-profit entities; types of governments and their various relationships to business; effects of cultural differences on cross-cultural management structures and expectations; cross-cultural communication; cross-cultural conflict management; ethical problems arising out of cultural and legal differences, and out of environmental considerations. *8 weeks, 3 credits.*

Prerequisite or co-requisite: MBA 660

MBA 664

Economics

3 Credits

Economics provides an understanding of the context of all business decisions and operations, including micro and macro. Economics can be usefully applied at many levels, but this course focusses on economics

for the MBA. Students will be introduced to key concepts in micro economics, such as productivity, costs, returns to scale, and market structures. These concepts will be applied in more depth via contemporary industries examples. Macro concepts will include GDP, employment, inflation/deflation, and equilibrium GDP with tools such as ISLM. The range of macro policy options available for economic stabilization and growth by countries will be discussed, including monetary and fiscal policy, with specific country applications in international context. There will also be consideration of current debates regarding various policy approaches. *8 weeks, 3 credits.*

Prerequisite or co-requisite: MBA 660

MBA 665

Analytics Bootcamp

3 Credits

This course will introduce a range of data driven disciplines and technologies to help enterprise users make better, faster business decisions. Students in this course will be exposed to spreadsheet modeling, data visualization, rudiments of data management and data analysis, and an introduction to data mining and predictive modeling, together with the statistics necessary to use the tools. The course will be hands-on, using state of the art software, with real world examples from different functional areas and business domains. *15 weeks, 3 credits.*

Prerequisite: MBA 660

MBA 667

Accounting

3 Credits

Accounting is an information system that lays the foundation for enlightened decision making. MBA accounting is to teach future business leaders rather than to educate accountants, therefore this course puts more emphasis on how accounting information impacts decision makers and less emphasis

on information production. This course will provide students with an accounting toolkit and analytical skills, including data analytics, that guide them in making the complicated decisions they will face as future business leaders. This course is organized into two modules. The first module focuses on the interpretation of financial accounting reports and evaluation of a firm's performance. This helps to analyze the financial reports filed by companies and understand the relevance of the information provided in evaluating company performance. The focus of the second module is on information used for internal decision making purposes. Topics include cost behavior and decision making, budgets and performance analysis, activity and differential analysis, balanced scorecard, and others. *8 weeks, 3 credits.*

Prerequisite: MBA 660, 665

MBA 668

Marketing Management

3 Credits

Marketing is at the core of a successful market oriented operating business. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing's core concept is exchange. The practice of marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services. This course is of great value for majors in all functional areas of business. While marketing managers develop and implement marketing strategy, managers in other functional areas (finance, management, accounting, human resources and operations) must understand how marketing strategies underpin overall operations. Students will develop a clear understanding of the basic concepts of marketing, understand and make strategic marketing decisions by learning to identify the competitive advantages that result from leveraged analytics; identify and use analytical tools and models to achieve profitable and socially responsible marketing decisions. *8 weeks, 3 credits.*

Prerequisite: MBA 660, 663, 664, 665

MBA 669

Finance

3 Credits

The focus of this course is on valuation and value creation. 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 and comprehensive ratio analysis of financial statements. Further, it discusses the determination of interest rates, the relationship between risk and return, and the discounted cash flow method of asset valuation, which is then applied to the valuation of financial assets (stocks and bonds) and the valuation of real assets (capital budgeting). It ends with a discussion of exchange rate determination and parity conditions in international finance. The course also discusses business ethics, and applies big data analytics using the tools the students have been exposed to in the program. *15 weeks, 3 credits.*

Prerequisite: MBA 660, 664, 665, 667

MBA 670

Operations Management

3 Credits

This course provides a broad but intensive overview of Operations Management, which is the planning and management of all kinds of firm resources used to produce goods and services. There is particular focus on process and systems thinking, value creating, and the link to strategy. Attention is paid to Operations Management in global businesses, and to environmental sustainability in Operations Management. In addition there is exposure to process strategies, lean manufacturing, planning processes, supply chain management, and quality management. The data analytics tools will be put to use. *15 weeks, 3 credits.*

Prerequisite: MBA 660, 663, 663, 665, 667, 668

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

In this course the case method and current events are employed to engender an understanding of the theory, process and contemporary conduct of strategic management. Students will master environment, industry, and competitor analytical models and their application in designing organizational forms and charting firm strategy. The benefits and pitfalls of modern analytic techniques in formulation of strategy are considered. Personal competencies essential for success in the contemporary work environment, such as investigative, team dynamic, communication and analytical skills are stressed. *15 weeks, 3 credits.*

Prerequisites: Good Academic Standing (GPA of 3.0 or higher); MBA 660, 663, 664, 665, 667, 668, 669, 670; and at least one Elective course as pre-req or co-req.

ELECTIVE/CONCENTRATION COURSES**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 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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 664

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 668

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

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: MBA 660 and 667

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 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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 668

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 665

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 669. Suggested: MBA 671

MBA 645**Principles and Quantitative Methods in Operational Excellence***3 Credits*

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 670

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660

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 experience. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 665

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 670

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 669

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 669. Suggested: MBA 671

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

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 669. Suggested: MBA 671

MBA 681**US Health Care Policies and Systems***3 Credits*

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660

MBA 682**Ethical/Legal Issues in Health Care***3 Credits*

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660

MBA 683**Critical Issues in Health Care***3 Credits*

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. *8 weeks, 3 credits.*

Prerequisite: MBA 660

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 work place. In addition to covering the traditional concepts of leadership in organizations, this course will take an in-depth look at the power and influence a leader has over the organization and its members. *8 weeks, 3 credits.*

Prerequisites: MBA 660

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660, 667, and 669

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 668

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660 and 663

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. *8 weeks, 3 credits.*

Prerequisites: All Foundation courses, MBA 660

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. *8 weeks, 3 credits.*

Prerequisites: MBA 660

Master of Business Administration Faculty

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