

GRADUATE SCHOOL OF MANAGEMENT

2000 – 2002

MBA Course Catalog, Curriculum, and Information Guide

Rutgers, The State University of New Jersey

MBA PROGRAM

	FALL 2000	SPRING 2001	SUMMER 2001 SESSION		
			Session 1 (7weeks)	Session 2 (7weeks)	Session 3 (14weeks)
Full time	September 5 - December 21	January 11- May 9	May 14-June 28	July 2 - August 16	May 14 - August 16
Part Time	September 12 - December 20	January 22 - May 3			

	FALL 2001	SPRING 2002	SUMMER 2002 SESSIONS		
			Session 1 (7weeks)	Session 2 (7weeks)	Session 3 (14weeks)
Full Time	September 4 - December 20	January 22 - May 15	May 13 - June 27	July 1 - August 15	May 15-August 15
Part Time	September 11 - December 12	January 28 - May 9			

	FALL 2002	SPRING 2003	SUMMER 2003 SESSIONS		
			Session 1 (7weeks)	Session 2 (7weeks)	Session 3 (14weeks)
Full Time	September 3 - December 22	January 21 - May 14	May 12 - June 26	June 30 - August 14	May 12 - August 14
Part Time	September 3 - December 20	January 27 - May 8			

MBA IN PROFESSIONAL ACCOUNTING PROGRAM

	FALL 2000	SPRING 2001	SUMMER 2001 SESSIONS	
			Continuing Students	New Students
	September 11 - December 15	February 5 - May 4	May 14-July 27	May 25-August 17
	FALL 2001	SPRING 2002	SUMMER 2002 SESSIONS	
			Continuing Students	New Students
	September 10 - December 14	February 4 - May 3	May 13-July 26	May 28 - August 16
	FALL 2002	SPRING 2003	SUMMER 2003 SESSIONS	
			Continuing Students	New Students
	September 9-December 13	February 3-May 3	May 12-July25	May 27-August15

TABLE OF CONTENTS

Three Year Academic Calendar	inside front cover
Full-Time MBA Program	4
Part-Time MBA Program	6
International Exchange Programs	9
Other Degree Programs	9
Joint And/Or Dual Degree Programs	11
Course Listings By Department	15
Accounting And Information Systems	16
Finance & Economics	20
International Business/Business Environment	24
Management Science and Information Systems Department	27
Marketing	30
Organization Management	32
Interdisciplinary Concentrations	35
Tuition, Fees, Registration and Grading	36
Diploma Application and Awards	39
Payment of Term Bills	40
Financial Aid	41
Conduct and Discipline	43
Student Life on Campus	46
Office of Student Services	49
Faculty of Management Computing Services	51
MBA Career Services	53
Faculty	55
Quick Reference Directory: GSM Offices and Programs	59
Travel Directions	62

FULL-TIME MBA PROGRAM

The first full year of required core courses is offered at the New Brunswick and Newark campuses during the day. The second year includes four credits of interfunctional team consulting, which is offered in Newark and New Brunswick, and electives which are offered only in Newark. Electives offered during the day in finance and marketing are sufficient to meet the concentration requirements in those two areas. Other elective courses will also be offered during the day. Additionally, electives are offered in the evening at both the New Brunswick and Newark campuses.

Full-time day students are required to complete the full day core program during their first year of studies at the school. Substitutions between day and evening courses are not permitted during the first year.

The first year of the full-time day program is demanding, especially for students who need to make up deficiencies in calculus and/or statistics. Students should not expect to be able to work part time during their first year of studies. Out-of-class assignments are based on the assumption that all full-time students have their full time available for study. The typical student should expect to spend 50 hours a week engaged in classroom and out-of-class assignments. Much of this work needs to be accomplished on campus in the library, computer laboratory, or in team assignments. Students in the second year are in a position to judge the extent, if any, to which they can work part time in addition to full-time study.

MBA Degree Requirements

The MBA degree requires completion of no less than 60 credit hours distributed over the categories that are discussed in the following pages: proficiency requirements; a 32 credit core, including 3 integrative course credits; a 4 credit interfunctional team consulting course requirement, and 24 credits of elective courses.

Proficiency Requirements

Incoming full-time students are expected to demonstrate competence in calculus, statistics and computer skills.

Calculus/Statistics Proficiency

While not normally a requirement for admission, applicants are urged to complete, if at all possible, their study of these subjects prior to starting the program. They may do so at Rutgers Graduate School of Management in the summer preceding enrollment.

Students admitted Fall 1996 or later who have completed prior 3-credit undergraduate level courses in calculus and/or statistics with a grade of "B" or better will have satisfied the MBA proficiency requirements. A completed course that carries the title "calculus" and "statistics" is presumed to meet the requirements. A 3-credit, college-level course in mathematics that does not carry the title "calculus" may qualify if it covers the following areas: algebra, functions, limits, differentiation, optimization, partial derivatives, and matrix algebra (operations and systems of equations). A 3-credit, college-level course that does not carry the title "statistics" may qualify if it covers the following areas: descriptive statistics, probability, probability distributions, normal distribution, sampling distributions, confidence intervals, and hypothesis tests. Students who have completed such courses with a grade of B or better must provide copies of the college catalogue description if the courses do not carry the title "calculus" and/or "statistics."

Otherwise, all incoming students must complete two-credit courses in calculus and/or statistics during the first

trimester of enrollment. The courses are offered in the evening fall and spring trimesters. Credits for calculus and/or statistics courses taken at GSM during the first trimester of enrollment will count toward the degree, reducing the number of elective credits taken.

Contact the Office of Admissions, 973.353.1234, for a syllabus outlining the proficiency requirements. Faculty assume that students will have active knowledge of the required materials throughout the program.

Computer Proficiency

Students are expected to have basic knowledge in the use of a word processor, spreadsheet, and database program as well as basic DOS and Windows skills.

Although lab sessions will be provided during the new full-time student orientation, students with limited exposure to computers might consider enrolling in a course prior to the beginning of classes.

The purchase of a laptop computer is required for full-time students. Contact the Office of Admissions for information at 973.353.1234.

Elective Courses (up to 24 credits)

Students should finish the entire core before taking the elective level courses. The balance of the course requirements for students entering Fall 1996 or later - up to 24 credits - are electives (fewer if calculus and/or statistics course(s) have been taken at the Graduate School of Management). Remaining electives may be chosen freely, or four may be selected in the same area to fulfill the requirements for a concentration.

Consult the course descriptions in this guide for the elective courses offered by the Graduate School of Management. For other electives, students may also register, with prior approval, for relevant graduate-level courses offered by the many other graduate and professional programs at Rutgers in Newark, New Brunswick, or Camden.

Concentrations

Concentrations are available in the following areas:

- Applied Statistics*
- Arts Management
- Computers and Information Systems
- E-Commerce
- Economics*
- Entrepreneurship
- Finance
- Human Resources Management
- International Business
- Management Accounting*
- Management Consulting
- Management of Innovation and Technology
- Marketing
- Operations Management*
- Pharmaceutical Management
- Strategic Management
- Supply Chain Management

* limited availability

Prerequisites

A number of courses in the curriculum require students to take and pass a course or courses prior to enrolling. Observing prerequisites is the responsibility of each student. Failing to observe prerequisites for a course may result in the student being dropped from that course and issued a "W" grade. If students complete a course for which they have not fulfilled the prerequisite, they will not be allowed to graduate until they take and pass the stated

Full-Time MBA Program - Core Courses
Students must take each of the core courses listed below:

Course #	Title	Credits	Term
22:198:504	Introduction to Information Technology	2	Fall
22:010:502	Concepts and Practice of Financial Communication	2	Fall
22:010:503	Supporting Managerial Decisions	1	Fall
22:223:520	Macroeconomic Policy	2	Fall
22:630:550	Marketing & Design Strategy	2	Fall
22:373:510	Business Presentations	2	Fall
22:373:531	Law and Legal Reasoning in Business	2	Fall
22:620:540	Managing People	2	Fall
22:373:512	Global Strategy	1	Spring
22:620:542	Strategic Management	1	Spring
22:223:521	Economic Analysis & Economics of Industrial Organizations	2	Spring
22:373:534	Global Business	2	Spring
22:390:522	Analysis of Investment & Corporate Finance	2	Spring
22:711:561	Optimal Decision Making Under Uncertainty	2	Spring
22:711:562	Quality Productivity & Management Operations	2	Spring
22:960:563	Advanced Statistics	2	Spring
Integrative Courses			
22:135:580	Management Simulation	1	Fall
22:135:581	Industry Problem Analysis: Practicum	1	Spring
22:135:582	Case Analysis: A Team Competition	1	Spring
Required Second Year Courses: Interfunctional Team Consulting			
22:620:543	Interfunctional Team Consulting Program	2	Fall
22:620:544	Interfunctional Team Consulting Program II	2	Spring

Refer to individual department sections in this guide for course descriptions.

prerequisite. Waivers of prerequisite requirements are subject to the written consent of the relevant department chairs. Written approval must be filed with the Office of Student Services prior to starting a course requiring this approval. Refer to the course description section of this guide.

Cross Registration

Cross registration is possible with the University of Medicine and Dentistry and with the New Jersey Institute of Technology. To receive credit for cross registration, the student must apply for approval from the relevant department chair through the Office of Student Services. Students may also register for courses in the Ph.D. in Management Program. Approval from the instructor or the Ph.D. Program Director is required in these cases. Consult the course descriptions in this guide. These courses provide the student with a growth opportunity as well as a chance to interact with top-level researchers.

Transfer Credits

Up to 12 credits may be granted toward the MBA degree for graduate courses taken at an AACSB-accredited institution before or after starting classes at GSM. Transfer credit will not be given for courses for which the student received less than a "B" grade. All requests for transfer credit should be made before completion of the GSM core curriculum requirements.

Time Limit

Credit will not be given for any course work taken more than eight years before the anticipated date for completion of the MBA degree.

MBA Credit by Qualifying Examination(s)

Students may apply to sit for a qualifying examination in core course subjects. There is a \$50 fee for each examination. Contact the department chair for information.

Residency Requirement

No more than a total of 12 credits may be applied to the degree via transfer and/or qualifying examinations.

Availability of Day Classes

Qualifying courses for calculus and/or statistics are offered only during the evening hours. A sufficient number of elective courses in finance and marketing are offered during the day in Newark to permit students to complete these concentrations during the day, but there is no guarantee that specific courses students may select for these concentrations are available during the day. All other concentrations will require full-time students to complete at least some course work during evening hours.

PART-TIME MBA PROGRAM

The part-time MBA is offered at the Newark and New Brunswick campuses, with off-site core courses at Plainsboro and Morristown.

MBA Degree Requirements

The MBA degree requires completion of no less than 60 credit hours distributed over the following categories: proficiency requirements, a 31 credit core, a 5 credit integrative course requirement, a 3-credit MIS breadth requirement; and elective courses.

Proficiency Requirements

Incoming students are expected to demonstrate competence in calculus, statistics, business communications skills, and computer skills.

Calculus/Statistics Proficiency

While not normally a requirement for admission, applicants are urged to complete, if at all possible, their study of these materials prior to starting the program.

Students admitted Fall 1996 or later who have completed prior 3-credit undergraduate level courses in calculus and statistics with a grade of B or better will have satisfied the MBA proficiency requirements. A completed course which carries the title "calculus" or "statistics" is presumed to meet the requirements. A 3-credit, college-level course in mathematics that does not carry the title "calculus" may qualify if it covers the following areas: algebra, functions, limits, differentiation, optimization, partial derivatives, and matrix algebra (operations and systems of equations). A 3-credit, college-level course which does not carry the title "statistics" may qualify if it covers: descriptive statistics, probability, probability distributions, normal distribution, sampling distributions, confidence intervals, and hypothesis tests. Students who have completed such courses with a grade of B or better must provide copies of the college catalogue description if the courses do not carry the title "calculus" and/or "statistics."

Otherwise, all incoming students must complete 2-credit courses in calculus and/or statistics during the first trimester of enrollment. If both courses are required, one may be taken in the first trimester and the other in the second trimester. The courses are offered in the fall and spring trimesters. Credits for calculus and/or statistics courses taken at GSM will count toward the degree, reducing the number of elective credits taken.

Contact the Office of Admissions, 973.353.1234, for a syllabus outlining the proficiency requirements. Faculty assume that students will have active knowledge of the required materials throughout the program.

Business Communications Proficiency

Students must satisfy a proficiency requirement in business communications. A GMAT scaled verbal score of 32 or higher will satisfy this requirement. Students with a GMAT scaled verbal score of 31 or lower must enroll in and pass the non-credit Business Communications course. The only exception to this requirement will be holders of PhD degrees from the U.S. and Canada. Students who must take the course are urged to do so in their first trimester; in any case they must do so before they register for any courses in excess of 30 credits. Otherwise, a student may be deregistered and required to take the course before proceeding further in the MBA program.

Computer Proficiency

It is advisable for students to have basic knowledge in the use of a word processor, spreadsheet and database

programs as well as basic DOS and Windows skills.

Although lab sessions will be provided during the new part-time student orientation, students with limited exposure to computers might consider enrolling in a course prior to the beginning of classes.

The purchase of a personal computer is not required for part-time students. However, students wishing to purchase equipment may do so through the Rutgers University Computer Store located on the New Brunswick/Livingston Campus 732.932.5800.

Part-Time MBA Program - Core Courses

Students must take each of the core courses listed below:

Course #	Title	Credits
22:711:574	Deterministic Optimization Models	3
22:960:576	Statistical Models	3
22:223:581	Managerial Economic Analysis	3
22:620:585	Organization Behavior	3
22:711:578	Operations Management	3
22:630:586	Marketing Management	3
22:390:587	Financial Management	3
22:223:591	Aggregate Economic Analysis	3
22:373:592	Legal Environment	2
22:373:593	International Business Environment	2
22:010:577	Accounting for Managers	3

(Mandatory) Accounting Substitution: Students who have taken 6 or more credit hours of Accounting on either the undergraduate or graduate level within 5 years prior to enrolling at the Graduate School of Management will be required to substitute 22.010:577 Accounting for Managers (core course) with one of the following courses: 22:010:601 Management Accounting and Control, or 22:010:602 Managerial Problems in Financial Reporting.

Students may, instead, take and pass a qualifying exam in Accounting for Managers and will receive 3 credits toward this requirement.

Students also have the option to request permission to substitute core courses with more advanced courses in the same functional field. To substitute an advanced level course, students must submit their request to the Office of Student Services. Approval is not automatic. Please check the Core Course Substitution list.

Integrative Course Requirement (5 credits):

After completing the core courses, students must take a sequence of courses designed to integrate the material that they have learned. This requirement is normally met by taking:

Course #	Title	Credits
22:620:595	Interfunctional Consulting Program I	3
22:620:596	Interfunctional Consulting Program II	2

However, students with extensive, relevant business experience in multiple functional areas may petition to substitute this requirement with *one* of the following courses and an additional elective course:

Course #	Title	Credits
22:373:612	International Business Policy	3
22:620:611	Business Policy	3

In this case, the number of credits necessary for graduation becomes 61. Waivers will be granted only upon the approval of the Interfunctional Consulting Program Director. To request a waiver, students should complete an Interfunctional Waiver form available at Student Services

and return it to the Interfunctional Consulting Program Director.

Changing Status to Full-Time

Part-time students may change their status to full-time only after they have completed the core part-time curriculum.

Elective Courses (up to 21 credits):

Students should finish the entire core before taking elective-level courses. The balance of the course requirements — up to 24 credits — are electives (fewer if calculus and/or statistics course(s) have been taken at the Graduate School of Management). One of these is devoted to the fulfillment of the Management Information Systems (MIS) Breadth Requirement outlined below. Remaining electives may be chosen freely, or four may be selected in the same area to fulfill the requirements for a concentration.

Concentrations are available in the following areas:

- Applied Statistics*
- Arts Management
- Computers and Information Systems
- E-Commerce
- Economics*
- Entrepreneurship
- Finance
- Human Resources Management
- International Business
- Management Accounting*
- Management Consulting
- Management of Innovation and Technology
- Marketing
- Operations Management*
- Pharmaceutical Management
- Strategic Management
- Supply Chain Management

* limited availability

Consult the course descriptions in this guide for the elective courses offered by the Graduate School of Management. For other electives, students may also register, with prior approval, for relevant graduate level courses offered by the many graduate and professional programs at Rutgers in Newark, New Brunswick, or Camden.

Breadth Requirement

Management Information Systems (MIS)

Any one of the following three courses or other courses with the permission of the department chair of Accounting and Information Systems or Management Science and Information Systems fulfills the MIS breadth requirement:

Course #	Title	Credits
22:010:604	Design and Development of Information Systems	3
22:198:604	Computers and Information Systems	3
22:198:605	Computer Technology	3

Prerequisites

A number of courses in the curriculum require students to take and pass a course or courses prior to enrolling. Observing prerequisites is the responsibility of each student. Failing to observe prerequisites for a course may result in the student being dropped from that course, and issued a 'W' grade. If students complete a course for which they have not fulfilled the prerequisite, they will not be allowed to graduate until they take and pass the stated prerequisite. Waivers of prerequisite requirements are subject to the written approval of the relevant department chairs. Written approval must be filed with the

Office of Student Services prior to starting a course requiring this approval. Refer to the course description section of this guide.

Cross Registration

Cross registration is possible with the University of Medicine and Dentistry and with the New Jersey Institute of Technology. To receive credit for cross registration, the student must apply for approval from the relevant department chair through the Office of Student Services. Students may also register for courses in the PhD in Management Program; approval from the instructor or the PhD Program Director is required in these cases. Consult the course descriptions in this guide. These courses provide the student with a growth opportunity as well as a chance to interact with top-level researchers.

Transfer Credits

Up to 12 credits may be granted toward the MBA degree for graduate courses taken at an AACSB-accredited institution before or after starting classes at GSM. Credit will not be given for any course work taken more than eight years before the anticipated date for completion of the MBA degree; nor will transfer credit be given for courses for which the student received less than a "B" grade. All requests for transfer credit should be made before completion of the GSM core curriculum requirements.

MBA Credit by Qualifying Examination(s)

Students may apply to sit for a qualifying examination in core course subjects. There is a \$50 fee for each examination. Contact the department chair for information.

Residency Requirement

No more than a total of 12 credits may be applied to the degree via transfer and/or qualifying examinations.

Suggested Core Course Sequence for Part-Time Students

Students are reminded that many of the core courses require or recommend proficiency in calculus and statistics.

Course #	Title	Credits
135:571	Calculus for Managers (if needed)	2
135:572	Statistics for Managers (if needed)	2
373:551	Business Communications (if needed)	2
620:585	Organization Behavior	3
010:577	Accounting for Managers	3
711:574	Deterministic Optimization Models	3
373:592	Legal Environment	2
630:586	Marketing Management	3
223:581	Managerial Economic Analysis	3
390:587	Financial Management	3
960:576	Statistical Models	3
223:591	Aggregate Economic Analysis	3
711:578	Operations Management	3
373:593	International Business Environment	2
620:595	Interfunctional Consulting Program I	3
620:596	Interfunctional Consulting Program II	2
	MIS Breadth Requirement	3
	Electives	

Students admitted prior to fall 1996:

Breadth Requirement

Students admitted prior to fall 1996 must satisfy breadth requirements in the following areas:

- Human Aspects of Management (H)
- Analytical/Functional (A)
- Corporate Environment (E)
- Management Information Systems (MIS)

Elective Courses that satisfy these requirements are as follows:

Courses with the subject numbers of:	Satisfy Requirement
620	H
010,223,390,630,711,960	A
373 and 390:604	E
198:604, 198:605, 010:604	MIS

Notes:

Other courses may be used to satisfy requirements after consultation with department chairs. Courses taken to satisfy breadth requirements cannot also be used toward a concentration.

Core Substitution List

Students who have already taken courses comparable to the required core courses may petition the Department Chair through the Office of Student Services to substitute advanced courses.

Required Course	Acceptable Substitute
22:711:574 Deterministic Optimization Models	26:711:561 Fundamentals of Optimization 26:711:586 Planning Models in Operations Management 26:711:675 Discrete Optimization
22:960:576 Statistical Models	22:960:601 Applied Statistics 22:960:602 Information and Decision 22:960:604 Applied Multivariate Analysis 22:960:605 Statistical Survey Sampling
22:010:577 Accounting for Managers	22:010:601 Management Accounting and Control 22:010:602 Managerial Problems in Financial Reporting 22:010:606 Budgetary Planning and Control 26:010:651 Advanced Topics in Financial Accounting 26:010:652 Advanced Topics in Management Accounting 26:010:653 Current Topics in Auditing 26:010:680 Current Topics in Accounting Research
22:711:578 Operations Management	26:711:585 Control Models in Operations Management 22:711:602 Design and Management of Inventory Control Systems
22:223:581 Managerial Economic Analysis	22:223:601 Economic Analysis of Management Decisions 22:223:602 Economics of Industry Regulation 22:223:603 Economics of Industry Structure 22:223:605 Cost Benefit Analysis 22:223:606 Public Utility Regulation 26:223:552 Microeconomic Theory
22:620:585 Organization Behavior	22:620:601 Science and Technology I: Management of Science and Technology 22:620:602 Science and Technology: Organizations of the Future 22:620:603 Executive Leadership 22:620:604 Human Resource Management* 22:620:605 Development and Management of Independent Ventures 22:620:606 Organizational Design 22:620:608 Team Building and Group Process 22:620:609 Organizational Consulting and Managing Change 22:620:610 Individuals in Organizations 22:620:611 Business Policy and Strategy 22:620:612 Entrepreneurship Development and Consultation 22:620:615 Managing Organizational Diversity 22:620:617 Negotiations 22:620:643 Managing Technical Professionals 22:620:645 High Technology Independent Ventures
22:630:586 Marketing Management	22:630:602 Corporate Strategy and Product Innovation 22:630:604 Marketing Research 22:630:606 Industrial Marketing 22:630:608 Sales Management 22:630:609 Marketing Strategy 22:630:610 Consumer Behavior 26:630:576 Quantitative Methods in Marketing 26:630:665 Marketing Theory 26:630:666 Consumer Behavior
22:390:587 Financial Management	22:390:603 Investment Analysis and Management 22:390:604 Financial Institutions and Markets 22:390:605 Advanced Financial Management
22:223:591 Aggregate Economic Analysis	22:223:604 Analysis and Forecasting of Business Conditions 26:223:553 Macroeconomic Theory
22:373:592 Legal Environment	No normally acceptable substitutes. Contact department head for exceptions.
22:373:593 International Business Environment	Any 600-level international course

*Comparable courses offered at New Jersey Institute of Technology or School of Management and Labor Relations may be substituted.

INTERNATIONAL EXCHANGE PROGRAMS

Full-Time Students

Rutgers Graduate School of Management offers exchange programs with well-regarded European graduate schools. Depending on the program selected, the courses offered and the languages of instruction vary. Students may earn 12 hours of elective-level credits toward their Rutgers MBA degree through participation in these programs. Students must complete the first year core program before enrolling in the International Exchange programs.

Ecole Supérieure de Commerce (ESC) at Lille, France
An hour from Paris and the enchanting Brugges, Lille is the birthplace of Charles DeGaulle, and is rich in wartime history.

Trimesters available: Fall or Spring
Language of instruction: English

ESC at Nice, France - The Ceram Groupe
Nestled in the hills of France's "silicon valley," this ESC specializes in management of high-technology firms.
Trimesters available: Fall or Spring
Language of instruction: English

ESC at Rennes, France
Rennes, located on the picturesque Brittany coast, offers MBA elective courses.
Trimesters available: Fall or Spring
Language of instruction: English

ESC at Tours, France
Only 55 minutes by train from Paris, Tours is located in the heart of the Loire Valley. A Masters of International Management degree brings together French students with students and faculty from English speaking countries.
Trimesters available: Fall Only
Language of instruction: English

University of Maastricht, The Netherlands
An innovative instructional method - Problem Based Learning - is used at this Faculty of Economics. Student groups meet twice a week to discuss the readings, aided by a teacher/facilitator. Aggressive and animated class debates ensue for a unique learning experience. In a beautiful historic town of 1 million people, there are 6,000 university students, making for a warm, friendly atmosphere.

Trimesters available: Fall or Spring
Language of instruction: English

Part-Time MBA Students

The following exchange programs are open to part-time students:

Ecole Supérieure de Commerce (ESC) at Lille, France
One 3-credit elective "Europe in the New Millennium" is offered over a period of two weeks in July. This course includes lectures by eminent European professors and field trips to French companies. Many part-time students combine vacation and school for an unforgettable summer school experience. www.esc-lille.com.
Language of instruction: English

Cambridge University, England
"Trans-European Business: White Hope or White Elephant." This fast-paced and intense educational and cultural experience spans five countries and an equal number of cultures, languages and business practices. This 3-credit program, which is offered over two weeks in August, is conducted by Cambridge International Land Institute, affiliated with Cambridge University, UK.
Language of instruction: English

For further information, please contact Assistant Dean Patricia Rotonda, 973.353.5482

OTHER DEGREE PROGRAMS

Executive Master of Business Administration (EMBA) Program

Farrokh Langdana, Director
Ackerson Hall 200D
973.353.5620
remba@business.rutgers.edu
<http://emba.rutgers.edu>

The program is 20 months in length, with courses conducted from early September through May. Classes are held on alternating Fridays and Saturdays with a week in residence twice a year at the AT&T Learning Center in Basking Ridge, NJ. There is also an international management trip to Cambridge University and to an emerging business capital, such as Krakow, scheduled each summer. This special weekend program is designed for experienced business people with at least 10 years of employment.

For more information on the program, please contact the director of the program or Assistant Dean Kathleen Connelly Harmon at 973.353.5028.

International Executive MBA

Martin Markowitz, Director
Robert Hadden, International Programs Coordinator
124 Levin
732.445.7429
hadden@business.rutgers.edu
<http://business.rutgers.edu/iemba>

The International Executive MBA is offered by Rutgers in Singapore and Beijing and can be completed in as little as 13 months.

PhD in Management

Nancy DiTomaso, Acting Director
Ackerson Hall
973.353.5371
phdinfo@phd-business.rutgers.edu
www.phd-business.rutgers.edu

The Rutgers University Ph.D. in Management Program trains students for careers in teaching and research in business management. The program is offered by the Rutgers Faculty of Management in cooperation with New Jersey Institute of Technology (NJIT). Potential applicants may obtain information and an application form from the program office. More detailed information, including course descriptions, program rules, and details about the research interests of participating faculty, is available at the program's web site.

For help and information (including administrative support, registration, direct services for Ph.D. students, and MBA student requests to register for doctoral courses), please contact Narda Acevedo, Assistant Director, Ackerson Hall, Room 200F, 973.353.1002 or nacevedo@andromeda.rutgers.edu

MBA in Professional Accounting Program

Dan Palmon, Director
Ackerson Hall, Room 200B
973.353.5511
pa-mba@business.rutgers.edu
http://pa-mba.rutgers.edu

This is a 14-month MBA program with a specialization in Professional Accounting. No previous business or accounting background is required for admission. The curriculum meets the requirements for the Uniform CPA examination. Students have the option to take two additional elective courses in Finance to also qualify for a concentration in Finance. The program, offered on a full-time basis only, provides students with opportunities to participate in built-in winter internships with the Big 6 accounting firms. All students participate in real management consulting team projects.

The director coordinates all curriculum matters related to the programs, recruiting and interviewing all students prior to admission, and counseling them once they are admitted. He also works closely with the accounting firms, which hire the majority of the students, and set the policy which governs the internship program. For more information on the program, please contact the director.

Master of Accountancy in Governmental Accounting

Robert Werner, Director
Levin Building
rhwerner@andromeda.rutgers.edu
732.445.4441

The Master of Accountancy (MACCY) in Governmental Accounting is an interdisciplinary program with Rutgers Master's Program in Public Administration (MPA). The degree program prepares professionals for careers in one of today's fastest growing specialized fields - governmental accounting and auditing.

Curriculum

Completion of the program requires 30 credit hours of course work, comprised of 7 required courses and 3 elective courses. Candidates for an Advanced Certificate in Government Financial Management must complete 15 trimester credit hours.

Required Core Program: 21 Credit Hours

- Accounting for Managers (waived for accounting majors)
- Government Accounting and Auditing
- Design and Development of Systems
- Government Budgeting Systems
- Public Financial Management
- Public Sector Auditing
- Ethical Issues in Public Policy and Administration

Elective Courses: 9 Credit Hours

- Municipal Finance Administration
- New Jersey Municipal Finance and Practice
- Government Revenue Systems
- Management Control in Organizations
- Infrastructure Financing and Strategy
- Principles of Local Government Law
- Other courses approved by program director

For information about the program, contact Jolenn Eichert, Program Administrator, MACCY Program in Governmental Accounting, Rutgers Graduate School of Management, Levin Building, Livingston Campus, New Brunswick, NJ 08903. Phone: 732.445.3447

Refer to individual department sections in this guide for course descriptions.

Master of Accountancy in Taxation

Jay Soled, Director
Ackerson Hall, Room 316
jaysoled@andromeda.rutgers.edu
973.353.1727

Candidates for the program, which is administered on a part-time basis, should hold a bachelor's or master's degree with an accounting background, or have practiced in the area of taxation. Completion of the program requires 30 trimester hours of course work, composed of 17 credit hours of required courses and 13 credit hours of elective courses and seminars. The degree is offered in conjunction with Rutgers School of Law-Newark.

- Required Courses: 17 Credit Hours
- Business Ethics
- Corporate Income Taxation
- Partnership Taxation
- Tax Aspects of Business
- Management/Basic Income Taxation
- Tax Practice and Procedure
- The Legal Environment

Elective Courses: 24 Credit Hours

- Advanced Corporate Taxation
- Consolidated Returns
- Federal Estate and Gift Taxation
- Federal Income Taxation of Trusts and Estates
- Federal Tax Law Clinic
- Pension and Profit-Sharing Plans
- Tax Exempt Entities

Seminars: 8 Credit Hours

- Estate Planning Seminar
- International Tax Seminar
- State and Local Tax Seminar
- Tax Policy Seminar

Note: Not all of the above courses are offered each trimester. Please address inquiries regarding course offerings to Kathleen Connelly Harmon, Assistant Dean, Special MBA Programs, 973.353.1697.

Post MBA Certificate

Consists of a minimum of four 3-credit elective courses. In addition to receiving the post-MBA certificate, alumni of the Rutgers Graduate School of Management can have an additional concentration added to their official transcript if they select and successfully complete the elective courses required for the concentration. Alumni of Rutgers Graduate School of Management should register over the phone by calling the Graduate School of Management Office of Student Services: 973.353.5275. No application forms or fees, or transcripts are required. Applicants holding MBA degrees from AACSB-accredited schools other than Rutgers Graduate School of Management must complete a brief application, which is available from the admissions office - 973.353.1234.

JOINT AND/OR DUAL DEGREE PROGRAMS

GSM has dual or joint program agreements with many of the other Rutgers schools. The BA/BS-MBA dual programs are designed for the high-achieving, non-business undergraduate majors. They give bright students the chance to combine their undergraduate curricula (liberal arts and sciences) with the MBA degree. The joint JD/MBA and MBA/MPH programs are designed for professionals who wish to complement their technical training with a firm business education.

For admissions requirements and detailed program information, please contact the Office of Admissions at 973.353.1234.

Degrees Offered:

- MBA/M.S. in Biomedical Sciences (offered with UMDNJ)
- MD/MBA (offered with UMDNJ)
- MPH/MBA (jointly sponsored by Rutgers and UMDNJ)
- J.D./MBA (offered with Rutgers School of Law-Newark and School of Law-Camden)
- J.D./MBA in Professional Accounting (offered with Rutgers School of Law)
- B.A./MBA (offered with Rutgers undergraduate colleges)
- B.S./MBA (offered with Rutgers undergraduate colleges)

MBA/M.S. in Biomedical Sciences (offered with UMDNJ)

PROGRAM DESCRIPTION

The MSBS/MBA is offered jointly by the Graduate School of Biomedical Sciences of the University of Medicine and Dentistry of New Jersey (GSBS) and the Graduate School of Management of Rutgers University (GSM). The program is designed for students interested in management careers in pharmaceutical, biotechnology, or related industries. It covers science and business concepts necessary for managers within the pharmaceutical or biotechnology industry, and the knowledge gained from this program allows graduates to communicate effectively throughout their organization. The dual degree program can be completed in 2 1/2 years as opposed to 4 years for separate programs.

Individually, the MBA degree program requires a minimum of 60 credits and the MS degree program requires 26 credits. Because some courses are acceptable to each program, completion of the dual-degree program requires a minimum of 68 credits.

The MBA portion requires the 36 credit core curriculum and 12 elective credits from the GSM. Twelve credits in biomedical sciences from GSBS are accepted as the MBA area of concentration. The MS portion requires 20 credits in the biomedical sciences. Four credits of Interfunctional Team Consulting and two credits of statistics are accepted from the MBA program. The consulting project report will serve as the MS thesis requirement. The core requirements for the dual degree programs are illustrated below.

The core MBA curriculum is completed full-time during the first year, with the exception of Interfunctional Team Consulting. The latter will occur during the second or third year, following initial exposure to the biomedical curriculum. The remaining MBA elective courses and the MS biomedical science courses can be completed during the second and third years. The specific MS courses depend upon the interests and background of the student. The program is offered on a full-time basis and can be completed in as little as 30 months.

ADMISSION TO THE PROGRAM

Students may apply to the dual degree program through either institution. Each school determines the relevance of the application to its program and then forwards the application to the other institution. Both programs must agree for the applicant to be accepted into the dual degree program, but either institution may accept the student into its own program if dual acceptance is declined. A single application fee to either program is acceptable.

Admission into the dual MS/MBA program requires a score on the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) that falls among the top third of the grades, a superior undergraduate grade point average (GPA) and management experience. Strong performance in one area can offset weak performance in another. The GSBS requires that applicants have a basic background in biology and chemistry.

TUITION

Students in the dual degree program will spend the majority of the first year in the MBA component of the program and pay full-time tuition to GSM. During the second year, students complete the M.S. portion of their program and tuition is collected by GSBS. Student fees in the first year will be paid to GSM. Student fees during the second year will be paid to GSBS except that students who plan to use career services at GSM will pay the career services fee to GSM.

MD/MBA

PROGRAM DESCRIPTION

The MD/MBA program is a collaborative effort on the part of the UMDNJ-Robert Wood Johnson Medical School and Rutgers, the State University's Graduate School of Management. The MBA requires the completion of 60 credits of course work. This includes 30 credits of required "core" MBA courses focused on accounting, economics, finance, decision analysis, marketing strategy, statistics, information technology systems, business law, and management strategies. This sequence of course work is followed by a 5 credit Interfunctional Management Consulting Program, in which student teams work together on a business consulting assignment. The program is specifically targeted to the needs of medical students through the inclusion of a 16 credit concentration, or business minor, in health care administration and policy. Courses in the concentration address the areas of health economics, health care systems and policy, managed care, epidemiology, and clinical prevention. These courses are offered by the UMDNJ School of Public Health and the UMDNJ Robert Wood Johnson Medical School's Department of Environmental and Community Medicine. The remaining 9 credits required for the MBA represent elective business courses that are selected on the basis of student interest.

The MD and MBA degrees are accomplished during the course of a 5 year medical school program. Students apply to the Graduate School of Management for admission to the MBA during their first year of medical school. During the summer following the first year, students will complete 6 credits of the health care administration and policy concentration. The second year of the program is devoted to

full-time course work in the Graduate School of Management (completion of 42 credits during the fall, spring and summer semesters). During the third year, students resume the medical school curriculum, as well as complete 5 credits of business school requirements. Students complete MBA requirements by taking a business elective during the summer of the fourth year of the medical school curriculum. The scheduling of courses within the 5 year period of the program is fixed to assure the articulation of MD and MBA requirements within this time frame.

ADMISSIONS

Admission to the program is competitive. A maximum of 4 first year medical students will be admitted to the program in the spring of each year. Medical student applicants are required to take the GMAT examination and to be accepted for admission by the Graduate School of Management.

REGISTRATION

Students will register for all MBA courses through the Graduate School of Management. Students will be registered as full-time MBA students during their two semester leave of absence from medical school following the first year of medical school. They will receive financial aid from Rutgers Graduate School of Management during this year. Students will be registered as part-time MBA students for the remainder of their business and public health courses. Four credits of Environmental Community Medicine course work will be transferred into and recorded on students' Graduate School of Management transcript to complete the 60 credit requirement for the MBA.

MD/MBA CURRICULUM

Semester	MD Requirements	MBA Requirements
Year 1: Fall	Pre-Clinical Courses	
Year 1: Spring	Pre-Clinical Courses	
Year 1: Summer		
Year 2: Fall		Principles of Epidemiology (3) Health Systems and Policy (3) Health Care Economics (3) Financial Communication (2) Information Technology (1) Macroeconomic Policy (2) Managing People (2) Supporting Managerial Decisions (1) Law and Legal Reasoning (2) Business Presentations (2) Marketing Design and Strategy (2) Management Simulation (1)
Year 2: Spring		Economic Analysis And Economics Of Industrial Organizations (2) Advanced Statistics (2) Optimal Decision Making (2) Analysis Of Investment & Corp. Finance (2) Global Business (2) Information Technology (1) Quality Productivity and Management (2) Industrial Problem Practicum (1) Case Analysis (1) Elective course (3)
Year 2: Summer		Interfunctional Consulting Project (3) Elective course (3)
Year 3: Fall	Pre-Clinical Courses	Interfunctional Consulting Project (2)
Year 3: Spring	Pre-Clinical Courses	Overview of Managed Care (3) or Managing Health Organizations (3)
Year 3: Summer	Clerkships (Year 3)	
Year 4: Fall	Clerkships (Year 3)	
Year 4: Spring	Clerkships (Year 3)	
Year 4: Summer	4th Year Electives Blocks 1, 2	Elective course (3)
Year 5: Fall	4th Year Electives Blocks 3-6	
Year 5: Spring	4th Year Electives Blocks 7-11	

Master of Public Health/Master of Business Administration (MPH/MBA)

The rapidly increasing need for experienced managers in the health care industry prompted Rutgers University and the University of Medicine and Dentistry of New Jersey to begin offering a Master's in Public Health/MBA in 1996. The degree is granted by Rutgers Graduate School of Management and the New Jersey Graduate Program in Public Health, which is jointly sponsored by Rutgers and UMDNJ.

The program offers a course of study designed to prepare individuals for administrative positions in the health care industry. Course material covers the social, economic, and political arenas of both public health and health administration, along with the MBA curriculum in management, finance, marketing, and accounting. The degree also requires an Interfunctional Management Consulting course over two trimesters, in which student teams work with a health care organization on a management project. The degree requires the completion of 72 credits.

Courses for the MPH/MBA degree are offered at the Rutgers Graduate School of Management on the Newark and New Brunswick/Piscataway campuses, and at the Rutgers and UMDNJ campuses in Piscataway. Application and further information may be obtained by contacting the New Jersey Graduate Program for Public Health Administration at 732.445.0199.

MPH/MBA CURRICULUM:

New Jersey Graduate Program in Public Health: 15 credits*

- Health Care Organization and Administration
- Principles of Epidemiology
- Introduction to Environmental Health
- Introduction to Biostatistics and Biocomputing
- Health Education and Behavioral Science

Health Care Organization Administration: 15 credits *

- Health Care Economics
- Health Services Research and Evaluation
- Managing Health Care Delivery Organizations
- Health Care Policy
- Health Care Ethics and Law

**Refer to New Jersey Graduate Program in Public Health for course descriptions.*

Rutgers Graduate School of Management: 31 credits

- Deterministic Optimization Models
- Statistical Models
- Accounting for Managers
- Managerial Economic Analysis
- Organization Behavior
- Operations Management
- Marketing Management
- Financial Management
- Aggregate Economic Analysis
- Legal Environment
- International Business Environment

Electives: 6 credits

Interfunctional Management Consulting Program:
5 credits

FOR MORE INFORMATION, CONTACT:

Lois Grau, R.N., Ph.D.
Director, Health Care Organization and Administration
Track
New Jersey Graduate Program in Public Health
732.235.5269

Juris Doctor/MBA

DESCRIPTION

Offered jointly by the Graduate School of Management and the Rutgers School of Law – Newark and Camden, students can combine their studies for the JD and MBA degrees. Both schools offer a sufficient variety of elective courses to permit students to obtain legal and business perspectives in such fields as finance, corporate practice, taxation, international, and other related fields. The two programs separately require five years of full-time study. The joint-degree program provides that each school recognize up to twelve credits offered by the other reducing the combined program to 4 years of study (120 or 121 credits). Students are exempt from a course in legal environment otherwise required for the MBA.

REQUIREMENTS

Joint-degree candidates will normally take the required JD curriculum in the first academic year and the day MBA core curriculum in the second academic year. (Students may reverse the order.) They take a combination of JD and MBA courses (12 – 16 credits) in each semester of the third and fourth years sufficient to satisfy the requirements of both schools.

ELIGIBILITY

Students are required to meet the admissions requirements of both schools in order to be eligible for the program. Prospective applicants are encouraged to apply simultaneously and independently to both schools. Typically, the student will file an application with the School of Law – Newark, take the Law School Admissions Test, and present the report of undergraduate work provided by the Law School Data Assembly Service. Applicants will submit the separate, self-managed application to the Graduate School of Management.

CURRICULUM

Law

The first year of law training is crucial for establishing a solid foundation in both substantive law and legal methodology. It is during this time that law students must learn the conceptual, analytical, and research methods that are essential to participating effectively as lawyers. To facilitate this important training, the first-year, full-time curriculum requires 16 class hours per week in the fall term and 15 or 16 class hours per week in the spring term. Electives are not permitted until the required curriculum is completed.

Rutgers Law - JD Curriculum for First-Year, Full-Time Day*

Title	Credits	Term
Contracts	4	Fall
Criminal Law	3	Fall
Property	4	Fall
Torts	4	Fall
Legal Research and Writing I	1	Fall
Constitutional Law	5	Spring
Civil Procedure	5	Spring
Legal Research and Writing II	2	Spring
Required Elective	3-4	Spring

**Each student is required to elect a 3- or 4-credit course from a list of courses that is published each year with the registration materials. The elective courses must deal with one of the following topics: administration of a complex statute, public law, perspectives on legal process (e.g., legal history, jurisprudence, economic analysis of law), or perspectives on the lawyering process (e.g., legal profession). Some courses are limited to first-year students and others are open to second- and third-year students as well.*

Rutgers Business - MBA Core Courses

Title	Credits	Term
Introduction to Information Technology	2	Fall
Concepts and Practice of Financial Communication	2	Fall
Supporting Managerial Decisions	1	Fall
Macroeconomic Policy	2	Fall
Economic Analysis & Economics of Industrial Organization	2	Spring
Business Presentations	2	Fall
Law and Legal Reasoning in Business	2	Fall
Managing People	2	Fall
Management Simulation	1	Fall
Global Strategy	1	Spring
Strategic Management	1	Spring
Marketing & Design Strategy	2	Fall
Global Business	2	Spring
Analysis of Investment & Corporate Finance	2	Spring
Optimal Decision Making Under Uncertainty	2	Spring
Quality Productivity & Management Operations	2	Spring
Advanced Statistics	2	Spring
Industry Problem Analysis: Practicum	1	Spring
Case Analysis: A Team Competition	1	Spring
Interfunctional Team Consulting Program	2	Fall
Interfunctional Team Consulting Program II	2	Spring

ADMISSION TO THE PROGRAM

Applications and course catalogs are available through the Office of Admissions, The Graduate School of Management, 190 University Avenue, Newark, NJ 07102-1813 and also the Office of Admission, School of Law – Newark, Center for Law and Justice, 123 Washington Street, Newark, NJ 07102.

CONTACT

Janice L. Morrell
Office of Admissions
Graduate School of Management
973.353.5974

Anita Walton
Office of Admissions
School of Law – Newark
973.353.5554

Juris Doctor/Professional Accounting MBA

The candidate for this degree usually must complete one full year of courses at either of the Rutgers Law Schools before applying to the GSM. The GMAT test is required. If accepted, the student may substitute two Law School courses for 22:835:5 10 and 22:835:511 (Business Law I and 11) and may substitute two additional courses for 22:835:603 (Tax Aspects of Business Management) and for 22:835:606 (Taxation of Business Entities), provided the law courses offered for substitution have substantially covered the material in the two GSM tax courses. Candidates for this degree should apply and plan to enroll in the summer trimester after completing two years of law school. This will permit the student to complete the Professional Accounting MBA Program in the third year of study, and to return to the Law School program during the fourth year.

BA/MBA

BA/Professional Accounting MBA

Participating Rutgers schools: Newark College of Arts and Sciences, University College, Douglass College, Livingston College, and Rutgers College. The candidate would complete 90 credits at his/her undergraduate school. Included in these 90 credits should be all college requirements as well as the requirements to complete his/her desired undergraduate major. To complete the baccalaureate degree, the candidate (if accepted to GSM) would take graduate business courses in lieu of undergraduate free electives. After completing the required total credits for the undergraduate degree, the Bachelor of Arts degree is conferred. The student would then complete the remaining MBA degree credits (approximately 30 credits) and the MBA degree would be conferred.

BS/MBA

BS/Professional Accounting MBA

Participating Rutgers schools: College of Engineering, Cook College and College of Pharmacy. The candidate would complete all course requirements for the baccalaureate degree except for 12 elective-level credits. The candidate, if accepted to GSM, would take graduate business courses to fulfill the undergraduate science student's technical elective requirement. These 12 credits would be taken during the student's senior year. A bachelor of science degree would be conferred. The student then completes the remaining 48 MBA degree credits and the MBA degree is conferred.

COURSE LISTINGS BY DEPARTMENT

Department Course Descriptions and Concentrations

Students are permitted, but not required, to select formal concentrations which will be noted on their final transcripts. A dual concentration may require additional credits beyond the 60 credits necessary for graduation. Students are not permitted to take more than five elective courses beyond the core in any single area, and a single course cannot be counted toward two concentrations. In particular cases, modifications can be made to the list with the approval of the department chair. The following are the approved concentrations offered through various departments of the MBA program:

Concentrations

Concentrations are available in the following areas:

- Applied Statistics*
- Arts Management
- Computers and Information Systems
- E-Commerce
- Economics*
- Entrepreneurship
- Finance
- Human Resources Management
- International Business
- Management Accounting*
- Management Consulting
- Management of Innovation and Technology
- Marketing
- Operations Management*
- Pharmaceutical Management
- Strategic Management
- Supply Chain Management

**Limited Availability*

Departments

- Accounting and Information Systems
- Finance and Economics
- International Business and Business Environment
- Management Science and Information Systems
- Marketing
- Organization Management

Explanation of GSM course numbering system:

22 - School code for all GSM courses

26 - School code for all Graduate School - Newark courses

Subject specific numbers for curriculum areas:

010 - Accounting and Information Systems

135 - General

198 - Computers

223 - Economics

373 - Environment

390 - Finance

620 - Management

630 - Marketing

711 - Operations Management

960 - Statistics

Course numbers: Final three digits identify a particular course within the curriculum area. A properly identified course will include both the three digit subject number and the three digit course number.

ACCOUNTING AND INFORMATION SYSTEMS

Dan Palmon, Chair
Leonard Goodman, Vice Chair

- 22:010:502 Concepts and Practice of Financial Communication
- 22:010:503 Supporting Managerial Decisions
- 22:010:505 Information Systems: Design & Development
- 22:010:577 Accounting for Managers
- 22:010:583 Financial Accounting (EMBA)
- 22:010:590 Management Accounting (EMBA)
- 22:010:601 Management Accounting and Control
- 22:010:602 Managerial Problems in Financial Reporting
- 22:010:603 Tax Aspects of Business Management
- 22:010:604 Design and Development of Information Systems
- 22:010:605 Taxation of Business Entities
- 22:010:606 Budgetary Planning & Control
- 22:010:608 Auditing in a Corporate Environment
- 22:010:609 Advanced Design and Development of Information Systems
- 22:010:611 Advanced Auditing Theory & Practice
- 22:010:612 Corporate Tax Planning & Research
- 22:010:613 Cases in Advanced Cost & Management Accounting
- 22:010:614 Tax Planning & Research
- 22:010:615 Partnership Taxation
- 22:010:616 Federal Tax Practices & Procedures
- 22:010:617 Economics of Tax Policy
- 22:010:618 Advanced Corporate Taxation
- 22:010:619 Income Taxation of Trusts & Estates
- 22:010:622 Internet Technology for Business
- 22:010:623 Enterprise Resource Planning
- 22:010:624 Strategic Cost Management
- 22:010:628 Contemporary Problems in Accounting Theory for Complex & Multinational Organizations
- 22:010:648 Special Topics: Decoding of Corporate Financial Communications
- 22:010:649 Financial Accounting for Arts Non-Profits
- 22:835:501 Accounting Principles and Problems
- 22:835:510 Business Law I
- 22:835:511 Business Law II
- 22:835:578 Management of Operations
- 22:835:603 Tax Aspects & Business Management
- 22:835:604 Design and Development of Information Systems
- 22:835:605 Taxation of Business Entities
- 22:835:625 Accounting Principles and Problems
- 22:835:626 Auditing Principles
- 22:835:627 Cost Accounting
- 22:835:628 Accounting Principles and Problems IV

Core Courses: Full-Time MBA Program

22:010:502 Concepts and Practice of Financial Communication (2)

An introduction to financial statement analysis which builds on the fundamentals of accounting, including understanding the accounting equation and its application in building the balance sheet, the income statement and the statement of cash flows. Basic accounting concepts, accounting principles and the audit report are presented. Students work in teams to analyze corporate financial statements. The relationship of economic value to accounting measurement is explored together with factors influencing management choices among competing valuation principles. Theory is applied to the valuation of the asset, liability and owners' equity accounts. Emphasizes

the heavy reliance on estimates in constructing financial statements and how management can use such estimates to strategically manage its reporting responsibilities.

22:010:503 Supporting Managerial Decisions (1)

Key management decisions in such areas as capital spending, choosing among alternatives, measuring performance and operational budgeting are based on accounting tools and accounting measurement techniques which form the core content of this course. Cost finding and cost measurement techniques are evaluated in relation to accounting systems designed to measure data for use within the business entity.

Core Courses: Part-Time MBA Program

22:010:577 Accounting for Managers (3)

Introduces the basic concepts of financial and managerial accounting. Considerable stress is placed upon conceptual foundations, which are essential to accounting as an information system for management. Major topics include the accounting process, income determination, financial reporting, foundations of managerial accounting, operations planning and control, and performance evaluation.

MBA Electives - Accounting and Information Systems

22:010:601 Management Accounting & Control (3)

Provides a thorough background in contemporary issues in management accounting principles and techniques. Aggregation of various input costs and allocation of the costs to classes of outputs are examined with special emphasis on the use of data in managerial decision making. Application of traditional product costing techniques to the costing of intangible services is also examined. Evaluation of past performances using the cost information completes the issues examined in this course.
Prerequisite: 010:577

22:010:602 Managerial Problems in Financial Reporting (3)

Proper use of financial accounting information requires substantial knowledge of the principles and techniques used to process and disclose financial events in the financial statements. Examines the fundamental issues of financial reporting and analysis techniques from the users' point of view. In addition to the basic structure of financial statements, selected current issues such as price level changes, foreign currency translation, lease accounting, and pensions are covered. Prerequisite: 010:577

22:010:603 Tax Aspects of Business Management (3)

Enables students to recognize and understand the impact of taxation as a major factor for both individual and business planning. Covers sources of federal tax law, the concept of realization of income, timing of the recognition of income, the allowableness and timing of deductions, tax accounting methods and reporting periods, a comparison of the conduct of business as a proprietorship, partnership, or corporation, and use of computers in taxation.

22:010:604 Design and Development of Information Systems (3)

Examines the conceptual issues in cost and value of information, structures of information systems, and some modern technologies in information processing. Not intended for current data processing professionals, but rather, for students who come or will come into contact with decisions related to identification of needs and production of information for managerial decisions. No specific programming or hardware topics will be discussed.

22:010:605 Taxation of Business Entities (3)

Provides the students with a broad study of federal business income taxation, with particular emphasis on the alternative forms of doing business (proprietorships, partnerships, S Corporations, C Corporations). Discussion of rules affecting regular taxation of corporations; topics relating to the life cycle of corporations, including organization, financial and capital structure, distributions and stock redemptions, corporate separations (including partial liquidations), dissolution and liquidation; and general discussion of the rules regarding consolidated returns, and the taxation of multi-state and international income. Prerequisite: 010:603

22:010:606 Budgetary Planning and Control (3)

Budgeting is a major tool of managerial planning and communication. Once adopted, the plan can serve as the standard to guide and evaluate the results of implementation. Surveys the basic principles and techniques of budget preparation, performance evaluation and feedback systems. Managerial issues in internal accounting and control in uncertain and dynamic environments are studied as well as the technical issues. Classroom instruction depends heavily on case studies and student projects. Prerequisite: 010:601

22:010:608 Auditing in Corporate Environment (3)

Concerns the independent appraisal activity within an organization; a managerial control which functions by measuring and evaluating the effectiveness of other controls and operations. The objective of operations and internal auditing is to assist all members of management in the effective discharge of their responsibilities by furnishing them with analyses, appraisals, recommendations and pertinent comments concerning the activities reviewed. Covers foundations for internal auditing, fundamentals of control, operational audit approach, areas for operational auditing, review of financial statements, and administering the internal audit department. Prerequisite: 22:010:577

22:010:609 Advanced Design and Development of Information Systems (3)

Examines management's need for advanced information technology in an organization, focusing on the systems and technology that are developed to supply this information. Does not primarily focus on the technical aspects of data processing and computer operations, though these topics will be discussed largely in the context of case examples. Thus, the emphasis is on the management of systems development rather than on specific tools and techniques. Students taking 609 are expected to gain survey level knowledge of advanced technological tools of managerial information and the ways these tools can be used. Prerequisite: 010:604

22:010:622 Internet Technology for Business (3)

Introduction to telecommunications including LANs and WANs; discussion of how the Internet works including the protocols, routing and domain name service; all the major Internet services including World Wide Web, e-mail, telnet, ftp, newsgroups, talk and chat; markup languages including HTML and eXtensible Markup Language (XML); security of information including basics of secret-key and public key cryptography, digital signatures and certificates; and security of networks and hosts including access control, packet filtering, firewalls and intrusion prevention and detection; multicasting and Mbone; data mining, and intelligent agents.

22:010:623 Enterprise Resource Planning (3)

Examines theories, concepts, and methodologies of enterprise resource planning systems (i.e. SAP, BAAN, PeopleSoft, Oracle) from the perspective of an internal or external organizational consultant. Includes an examination of assessment and diagnosis, contracting, survey of alternative ERP systems, and an overview of usage of one particular system. ERPs are overviewed along their Accounting, Marketing, Human Resources, Production and other features. Combines lectures, class discussion, and case analyses as a vehicle for the application of theory in action.

22:010:624 Strategic Cost Management (3)

The course is designed to give students a broad strategic understanding of important aspects of cost and quality management as an integral part of corporate planning and control. Topics include: relationships between cost, quality, efficiency and effectiveness, activity based management, value analysis, strategic activity based costing, operational activity based costing, total quality management, cost of quality, reengineering, continuous improvement, cost and quality control, benchmarking, enterprise resource planning systems, supply chain management, the role of cost and quality in product development, customer management, budgeting and transfer pricing, and behavioral aspects of cost and quality management.

22:010:642 Special Topics: Cost and Quality Management (3)

The course deals with the interaction of cost management, quality management, time management and functionality management in both manufacturing and services organizations with each other, with the strategy and with operations. The course introduces the student to systems of value, cost and quality measurement, evaluation and control. The focus is on strategic, marketing and operations decisions—not on the techniques per se. The reading materials as well as the cases are designed to emphasize the practical implementation aspects of management systems in addition to conceptual understanding of how the systems are supposed to work. The course is internally structured but has open boundaries to benefit from collective experience. Part of the course will consist of book presentations. There will be teams which will choose one of the nine books each for presentation. These books are not textbooks but books which are practical and popular.

22:010:648 Special Topics: Decoding of Corporate Financial Communications (3)

The premise of the course is that accounting numbers sometimes do not represent the true underlying economic conditions of the business. A sophisticated user of the financial statement should be able to look past the window dressing and discern the fact. This course provides and appreciation of the critical role that accounting plays in the valuation of securities. It introduces academic research in both accounting and finance and the practical importance of it. It covers the concepts of income smoothing, agency problems, signaling, market sufficiency, and so forth. The course requires working through the actual financial statements (10-K reports) and other disclosures. Prerequisites: 010:577, 390:587, and 390:645

Note: - Courses in special topics may be offered each trimester. Please check course offerings for availability.

22:010:649 Financial Accounting for Arts Non-Profits (3)
Examines in depth the major instruments of financial accounting and their use by arts managers to assure effective planning and controls. Students will work on actual financial materials from a local non-profit, and will become familiar with software used by such organizations today. Budgeting, government and legal requirements will also be covered.

MBA In Professional Accounting Courses

22:835:501 Accounting Principles & Problems I (3)
Provides the techniques and underlying rationale of the methods used in accumulating and interpreting financial and operating data. Beginning with the presentation of the basic accounting equation, the course develops the procedural skills and conceptualizations needed to understand accounting as an economic measurement and information system essential to the business decision-making process. Consists of an in-depth study of the practical and theoretical aspects of the basic recording process, preparation of financial statements, and accounting for current and long-term assets.

22:835:502 Accounting Principles & Problems II (3)
Discusses many of the problems in financial accounting theory and practice. Instills an appreciation for the challenges and limitations of accounting. Prepares students for advanced study, professional examinations, and successful pursuit of accounting careers. Covers current and long-term liabilities, stockholders' equity, dilutive securities, investments, accounting for income taxes, pension costs and leases, and accounting changes and error analysis. Refers to pronouncements of the Accounting Principles Board and the Financial Accounting Standards Board. Prerequisite: 835:501

22:835:510 Business Law I (3)
Introduces the legal system and the way in which the law interacts with the accountant's function. Provides a basic understanding of the principles of law most commonly related to the practice of accountancy. Stimulates an awareness of the law as an expression of basic social, political, and economic forces. Covers the law in relation to contracts, agencies, and sales of goods.

22:835:511 Business Law II (3)
Continues the objectives of 835:510, and completes the academic requirements necessary to sit for the Commercial Law part of the CPA exam. Covers the law in relation to commercial paper, secured transactions, business organizations, and government regulation. Prerequisite: 835:510

22:835:578 Management of Operations (4)
Presents an integrated view of the operations management process and statistical models. Queuing theory; facility planning and location; facility layout; job design; forecasting methods; simple and multiple regression models; inventory control; quality control; and simulation are covered. Computer applications in regression analysis and linear programming are stressed. Prerequisites: Fulfillment of calculus/statistics proficiency requirements and 711:574

22:835:603 Tax Aspects & Business Management (3)
Enables students to recognize and understand the impact of taxation as a major factor for both individual and business planning. Topics: sources of federal tax law; the concept of realization of income and the timing of deductions; tax accounting methods and reporting periods; a comparison of the conduct of business as a proprietorship, partnership, or corporation; and the use of computers in taxation.

22:835:604 Design and Development of Information Systems (3)
Examines the principles and components governing management information systems with strong emphasis on the importance of internal control within the system. Illustrates the role of the computer in accounting and general information systems and accounting transactions processing, environment of information systems, designing new system controls, flowcharting, management, designing computer-oriented controls, systems analysis, design, implementation, and follow-up principles of systems design and standards of internal control. Prerequisites: core courses for management MBA students and 835:501 for professional accounting MBA students

22:835:605 Taxation of Business Entities (3)
Provides a broad study of federal business income taxation, with particular emphasis on the alternative forms of doing business (proprietorships, partnerships, S Corporations, C Corporations); discussion of rules affecting regular taxation of corporations; topics relating to the life cycle of corporations, including organization, financing, and capital structure, distributions and stock redemptions, corporate separations (including partial liquidations), dissolution and liquidation; and general discussion of the rules regarding consolidated returns and the taxation of multi-state and international income. Prerequisite: 835:603 or 010:603

22:835:625 Accounting Principles and Problems III (3)
Concerned with an in-depth study of the theoretical and practical problems of accounting for partnerships, business combinations, and non-business organizations, including governmental fiduciaries. Prerequisite: 835:502

22:835:626 Auditing Principles (3)
Studies how the accounting system, the independent auditor's examination of the accounting system, and other supporting evidence serve as a basis for the auditor's expression of an opinion on a client's financial statements. Studies audit methodology through the conceptual framework within which specific programs are designed. Considers both professional and technical aspects. Covers professional ethics, internal control evaluation, evidence gathering, statistical sampling, auditing and EDP, operations auditing, internal auditing and audit reports. Prerequisites: 835:501 and 835:502

22:835:627 Cost Accounting (3)
Covers the problems of generating and utilizing cost data for the dual purpose of managerial control and product costing. Cost accounting principles and procedures are studied in relation to the accumulation and reporting of material, labor, and variable and fixed overhead costs. Actual, normal, and standard cost systems are examined in both a job order and process manufacturing setting. Cost control, cost planning, and cost analysis as used in assisting the managerial function are studied. Prerequisite: 835:501

22:835:628 Accounting Principles and Problems IV (3)
Devoted to the analysis of current financial reporting issues. Students will be required to participate in policy analysis and its application. Prerequisite: 835:625

Master of Accountancy in Taxation Courses

22:010:611 Advanced Auditing Theory and Practice (3)
Examines recent developments in auditing theory and practice, including the use of computers, most recent pronouncements on auditing standards and problems in auditing multi-national corporations. Explores emergent topics and cases in audit practice (or equivalent course).

22:010:612 Corporate Tax Planning & Research (3)

Factors discussed include the interrelationship of taxation with corporate financial and accounting considerations; discussion of deferred tax accounting and its effect on financial statements and tax planning decisions; planning considerations affecting closely-held corporations; in-depth consideration of special topics affecting the determination of income subject to taxation (including the alternative minimum tax), corporate income reporting requirements (including estimated tax); and special tax rules providing various tax incentives.

22:010:614 Tax Planning and Research (3)

Involves extensive case analysis and presentation of findings on tax planning from complex business situations involving tax consequences. These issues change from term to term and consist of issues in the federal tax arena as well as state and local issues. Prerequisite: 010:603

22:010:615 Partnership Taxation (3)

Special attention is given to all aspects of Partnership Taxation. Subjects include information returns necessary under the law, partnership formation and liquidation, special allocations, basis adjustments for operating items, and deductions, losses, and credits to partners. Research into difficult partnership issues is also stressed. Prerequisite: 010:603

22:010:616 Federal Tax Practice and Procedures (3)

Special attention is paid to sources of tax principles (law, regulation and other authority) including use of tax research sources; administrative and statutory procedures and limitations, including court appeals; taxpayer and practitioner penalties and responsibilities; and professional ethics for the tax practitioner. Prerequisite: 010:603

22:010:617 Economics of Tax Policy (3)

Analysis and study of the historical background, legislative process and economic as well as political factors affecting the US Federal tax law will be used as the basis for understanding their impact on future management decisions. Prerequisite: 010:603

22:010:618 Advanced Corporate Taxation (3)

Involves extensive research into complex corporate taxation issues. The specific topics of interest change with each trimester with the attempt to have students address the most current issues. Prerequisite: 010603

22:010:619 Income Taxation of Trusts & Estates (3)

Covers factors affecting gratuitous transfers of property during lifetime and at death, together with reporting requirements for gifts, property subject to estate taxation, and income tax reporting requirements for trusts and estates. Also explores the planning opportunities available to minimize taxation. Prerequisite: 010:603

22:010:620 State and Local Taxation (3)

Analysis of how states impose tax on individuals and business entities, the nature of the tax and the repercussions that stem from multi-state operations. Prerequisite: 010:603

PhD in Management Courses**26:010:651 Advanced Topics in Financial Accounting (3)**

Prerequisite: 010:602

26:010:652 Advanced Topics in Management Accounting (3)

Prerequisite: 010:601

26:010:653 Current Topics in Auditing (3)**26:010.680 Current Topics/Accounting Research (3)**

Prerequisites: 26:010:651 and 26:010:652

Concentrations available through Accounting Department

Management Accounting (not always available)

For management students who want an accounting concentration:

Take any four of the Accounting and Information Systems Courses (010) excluding 22:010:577.

FINANCE & ECONOMICS

Ivan Brick, Chair
Oded Palmon, Vice Chair

FINANCE - 390

- 22:390:522 Analysis of Investments and Corporate Finance
- 22:390:587 Financial Management
- 22:390:601 Risk & Insurance Management
- 22:390:603 Investment Analysis & Management
- 22:390:604 Financial Institutions & Markets
- 22:390:605 Advanced Financial Management/Corporate Finance
- 22:390:606 International Financial Markets
- 22:390:608 Portfolio Management
- 22:390:609 Options/Derivatives
- 22:390:610 Current Topics in Economics & Finance
- 22:390:611 Analysis of Fixed Income Securities
- 22:390:612 Small Business Finance
- 22:390:645 Topics in Finance
- 22:390:643-659 Special Topics

ECONOMICS - 223

- 22:223:520 Macroeconomic Policy
- 22:223:521 Economic Analysis & Economics of Industrial Organization
- 22:223:581 Managerial Economic Analysis
- 22:223:591 Aggregate Economic Analysis
- 22:223:601 Economic Analysis of Management Decisions
- 22:223:602 Economics of Industry Regulation
- 22:223:604 Cost Benefit Analysis
- 22:223:606 Public Utility & Regulation
- 22:223:607 R & D, Product Development, and the Product Life Cycle Management
- 22:223:641 International Trade & Macroeconomics
- 22:223:647 Economics of Organizations and Information

Core Courses Full-Time MBA Program

22:223:520 Macroeconomic Policy (2)

Provides the student with a rigorous and practical framework within which current and future fiscal and monetary policies can be analyzed and discussed. Topics covered are the following: national income accounting, unemployment and inflation, aggregate supply and demand analysis, US monetary and fiscal policy and current macroeconomic issues.

22:223:521 Economic Analysis and Economics of Industrial Organization (2)

Provides a working knowledge of the basic principles of macroeconomic theory, with an emphasis on the applications of economics to management decision making. Covers theory of individual economic behavior, economics of information, production decisions, pricing strategy, and industry structure. Prerequisite: Fulfillment of calculus/statistic proficiency requirements.

22:390:522 Analysis of Investments and Corporate Finance (2)

Provides a general survey of corporate finance, financial markets, and investment theory. Corporate finance topics include the following: the objectives of the firm, valuation of assets, and capital budgeting. Financial markets topics include a general description of the money markets and stock and bond markets. Investment analysis includes portfolio theory and asset pricing models. Prerequisite: 22:223:521

Core Courses Part-Time MBA Program

22:390:587 Financial Management (3)

Provides a general survey of the field, including the basic principles of corporate finance, financial markets and institutions, and investment theory. Corporate finance topics covered include: the objective of financial management, valuation of assets and associated problems in the valuation of the firm, acquisition of long-trimester assets (capital budgeting), management of short-trimester assets, capital structure and financial statement analysis. Financial markets and institutions studied include money markets, stock and bond markets, derivatives and the banking system. Investment analysis topics include portfolio theory and asset pricing models. Prerequisites: 010:577 or 010:502, 223:581, and fulfillment of calculus/statistic proficiency requirements.

22:223:581 Managerial Economic Analysis (3)

Introduces the aspects of economics that are most relevant to the operation of the individual firm or nonprofit organization. Covers theory of individual economic behavior, demand theory and demand estimation, cost and supply, price determination, production decisions, and industry structure. Prerequisite: Fulfillment of Calculus/Statistics proficiency requirements.

22:223:591 Aggregate Economic Analysis (3)

Introduces theory and empirical estimation of aggregate economic relationships, including the general price level, income, output, employment, and wages. Covers national income accounting and other economic data sources, consumption, investment, the banking system and the supply of and demand for money, interest rates, prices, wages and employment, business fluctuations, and international economics. Prerequisites: Fulfillment of Calculus/Statistics proficiency requirements and (recommended) 223:581 or 223:521.

MBA Electives - Finance

22:390:601 Risk and Insurance Management (3)

Provides a survey of the current practices of businesses in protecting themselves from chance events that threaten their assets or their operations. Options ranging from risk preparation to transfer of risk to others, such as suppliers, are considered. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 390:587 or 390:522, and 960:576 or 135:572, co-requisite: 223:591.

22:390:603 Investment Analysis & Management (3)

Provides overview of the fields of security analysis and portfolio management. Introduces the analysis of individual investments with special reference to common stock. Covers nature of financial markets, security pricing models, critiques of techniques of security analysis. Introduces problems of portfolio selection. Designed for the finance major who is interested in the security/investment area as a possible career. Prerequisites: 010:577 or 010:502, 223:581 or 223:521 and 390:587 or 390:522.

22:390:604 Financial Institutions & Markets

Presents a detailed overview of the theory and institutional features of the U.S. financial system. Provides a comprehensive review of U.S. financial markets. Covers a survey of flow-of-funds data and U.S. financial markets and institutions, capital market theory, financial factors and economic activity, theory of the level and structure of interest rates. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, and 390:587 or 390:522. Co-requisite: 711:574.

22:390:605 Advanced Financial Management/Corporate Finance (3)

Examines the problems faced by the corporate financial manager on the theoretical, analytical, and applied level. The impact of the financing decision upon the value of the firm is analyzed. Theoretical and analytical aspects of the capital budgeting decision are examined in detail with emphasis on methods of incorporating risk into the capital budgeting decision. An analytical framework is presented to evaluate leasing, bond refunding and mergers and acquisitions. Theories of corporate governance are discussed. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, and 390:587 or 390:522.

22:390:606 International Financial Markets (3)

Offers an understanding of the international financial structure and studies its impact on business and individuals in various nations. The course is divided into three parts: (1) the study of the adjustment mechanism used by nations to solve balance of payments difficulties; (2) the examination of international liquidity and the new techniques being developed to replace gold; and, (3) a brief look at the implications of these developments in guiding the international operations of banks, other financial institutions, and business firms. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:593 or 373:510 and 534, and 390:587 or 390:522.

22:390:608 Portfolio Management (3)

Comprehensive coverage of the theory and practice of money management as well as in-depth analysis of the theory and practice involved when securities are combined into portfolios. Like 390:603, the course is designed for finance majors interested in a career in money management. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, 711:574, 960:576 or 135:572, and 390:603.

22:390:609 Options/Derivatives (3)

Introduces the rapidly developing markets in futures and options. Subjects include the nature of such markets, the pricing of instruments in the markets, and the use of such instruments by both speculators and hedgers. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 390:587 or 390:522, 711:574, and 960:576 or 135:572. Co-requisite: 223:591.

22:390:610 Current Topics in Economics and Finance (3)

Covers current developments affecting U.S. financial markets and the economy. Of special interest to non-finance majors. Provides an analysis and discussion of developments of significance in economic policy, the regulatory environment and the activities of financial institutions. In addition to required reading and examinations, students will be expected to complete a major study involving an issue affecting U.S. financial institutions. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, and 390:587 or 390:522.

22:390:611 Analysis of Fixed Income Securities (3)

This course is designed to explore the investment characteristics, pricing, and risk/reward potential of fixed income securities. The securities covered include bonds—with and without embedded options, mortgages and mortgage-backed securities together with their derivatives such as collateralized mortgage obligations (CMO's), income-only (IO's) and principal-only (PO's) strips, interest rate swaps, and interest rate futures and option contracts. In addition this course will explore the strategies for investing in portfolios of fixed income securities. Prerequisites: 390:587 or 390:522, 390:603, and 960:576 or 135:572.

22:390:612 Small Business Finance (3)

The financing problems that face a new and/or small business can be broken into financial planning, valuing and raising capital. While these topics are discussed in other courses, they form the main portion of this course. The course is designed for those planning to start a business or take over an existing business. It will also be beneficial for those planning careers that must interact with small or new business (e.g. banking, insurance). Prerequisites: 010:577 or 010:502, 223:581 or 223:521, and 390:587 or 390:522.

22:390:643 Special Topics: Managing Cash Flows (3)

Managing cash flows can also be described as short-term and intermediate finance and/or treasury management. Topics covered will include the following: the importance of cash flows resulting from changes in working capital requirements; an analysis of the cash conversion cycle; bank compensation fees vs. balances; cash management systems; measuring and managing corporate liquidity; managing the short-term investment portfolio; the risk and returns of fixed vs. variable rate financing and interest rate swaps as a hedging tool. Several cases will supplement the text. Prerequisites: 390:587 or 390:522, and 390:605.

22:390:644 Special Topics: Financial Security Analysis (3)

Technical analysis involves the study of price, volume, and a variety of other market generated indicators to help determine and assess the trends of individual securities, industry groups, sectors, and the general market. Participants will learn the terminology of technical analysis, methods of charting and techniques used to identify trends. In addition, students will explore a wide range of indicators including market momentum as well as investor sentiment (psychology) indicators. Guest lecturers from the investment community will provide expertise in their areas of specialization. Prerequisites: 390:587 or 390:522, and 390:603.

22:390:645 Topics in Finance: Financial Statement Analysis (Jointly offered and taught by Accounting & Finance; may be used as a Finance or Accounting elective) (3)

Presents techniques for analyzing a firm's current and projected financial statements for the purposes of credit analysis, security analysis, and internal financial analysis. Techniques covered include ratio analysis, cash flow forecasting, time series analysis, discriminant analysis, and "event studies." Topics covered include financial distress prediction, evaluation of short-term and long-term loan requests, financial evaluation of new products and start-up firms, the impact of accounting information on security returns, determinants of bond ratings and yields, and the reliability of historical and forecasted accounting data. A working knowledge of spreadsheet analysis is expected. Special emphasis is placed on acquiring data from printed and computer databases and an introduction to specialized on-line databases and the Internet. Prerequisites: The core courses and (recommended) 010:602 or 390:605.

22:390:647 Special Topics: Financial Bankruptcy & Workouts (3)

Nearly every professional is affected directly or indirectly by turnarounds, workouts, and bankruptcy as an employee, shareholder, creditor, lender, investor, or regulator. This course deals with the broad spectrum of issues affecting financially troubled companies and their creditors, lenders, and prospective investors. The range of topics includes analyzing financially troubled companies, implementing turnarounds, raising capital, loan workouts, out-of-court restructurings, bankruptcy, liquidation, and

investing in distressed companies. The instructor and guest lecturers are broadly acknowledged as leading experts in the insolvency profession. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, and 390:587 or 390:522.

22:390:648 Special Topics: Practical Evaluations of Financial Institutions & Markets (3)

Examines the financial markets and institutions of the United States financial system from an institution's point of view. Covers the Treasury, Federal Reserve, banks, thrifts, insurance companies, and securities exchanges. Includes guest lectures and daytime field trips.

22:390:650 Special Topics: Mergers and Corporate Restructuring (3)

The ABC company issues "golden parachutes" to its executives and pursues a "scorched earth" policy by selling its "crown jewels" and issuing a "poison pill" to its shareholders, all in an attempt to foil a takeover bid by Mr. Z, a well-known "shark" and "greenmailer" who floats junk bonds with abandon. When Mr. Z persists, a white knight, otherwise known as company X, arrives to fend off a hostile attack. Variations on the above scenario have occurred frequently in recent years, are dramatically reported on the nation's business pages, and are followed by at least some members of the public with the intense attention otherwise reserved for contests reported on the sports page. But fascinating as takeovers are, it is far from clear what underlying forces are at work and what their longer-term consequences are. The objective of this course is to gain some understanding of these forces and to get an overview of the many important issues in the area of corporate restructuring and corporate control. Prerequisites: 390:587 or 390:522 and 373:592 or 373:531.

22:390:659 Topics in Healthcare Finance (3)

This course on Healthcare Finance is offered in the Spring semester of each year. Students are required to have taken at least one course in Financial Management. In this course, the emphasis will be on the application of different financial tools in Healthcare settings. Combinations of lectures and discussions on different topics important to healthcare finance will enable students to develop the analytical skill necessary to solve a variety of financial management problems. After completing this course, students will be able to analyze investment decisions, evaluate different sources of financing projects, analyze cost of capital, understand the issues of reimbursements for hospital services, physician services, capitated payments, fee-for-service payments, differences between for-profit and non-profit organizations, the process of budgeting and evaluation of financial performances of healthcare organizations. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, and 390:587 or 390:522.

MBA ELECTIVES - ECONOMICS

22:223:601 Economic Analysis of Management Decisions (3) - Independent Study Only

Objectives of management are viewed in terms of optimization principles developed and applied in modern economic analysis. Emphasizes mastery of the techniques of macroeconomic analysis including important examples of their use. Surveys and applies elements of marginal analysis, linear and nonlinear programming, capital theory, input-output, utility, and risk analysis. Examines management problems in demand analysis, production, cost, and distribution, market structure and pricing, and capital budgeting. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

22:223:602 Economics of Industry Regulation (3) - Independent Study Only

Acquaints the potential executive or public administrator with the economic rationale and results of government regulation of industry. Examines the effects of regulation on quantity and quality of output, efficiency of production, optimal allocation of resources' distribution of income, and economic growth. Views current regulatory policies and practices in relation to the socioeconomic objectives they purport to serve. Examples drawn from public utilities, transportation, financial institutions, natural gas and oil production and marketing, as well as from environmental, worker, and consumer protection. Evaluates and discusses proposed reforms and revisions of regulatory policies. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

22:223:604 Analysis and Forecasting of Business Conditions (3)

Presents the basic analytical procedures followed by professional business forecasters, including a general familiarity with major government and industry economic data sources. Examines and evaluates basic forecasting techniques including time series analysis and econometric models, and judgmental forecasting. Examines these techniques in connection with forecasts of total economic activity, major components of GNP relevant to the firm, and industry and sales forecasts for the individual firm. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

22:223:605 Cost-Benefit Analysis (3)

Reviews basic methodology for evaluating private projects and studies the more general framework of social cost-benefit analysis. Social cost-benefit analysis is used in the planning of highway projects, bridges, and water projects, and has become increasingly important in the private sector as an aid in the development of environmental-economic impact statements. Covers the social measurement of benefits and costs, the social rate of discount, externalities as benefits or costs, the value of time, the value of life, shadow prices, optimal scale, scheduling, and payment structures. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, 960:576 or 135:572, and (recommended) 390:605.

22:223:606 Public Utility Regulation (3) - Independent Study Only

Introduces the regulatory system of regulated utility companies or users of the goods and services provided by such regulated companies. Covers concepts of regulation, the regulatory process, the administrative process in utility regulation, elements of rate-making determination, rate-making procedures, and policy considerations. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

22:223:607 R & D, Product Development, and the Product Life Cycle Management (3)

In order to understand the Pharmaceutical market and the nature of competition among the Pharmaceutical companies, one must be familiar with the R & D process and its role in the industry. In this respect one must also understand the role of the FDA and the underlying process of approval of drugs for marketing such a product in the market. The specific topics to be covered in this course are: FDA's drug approval process, different stages of tests of the drug, the costs and the associated risks, quantifying the financial value of R & D, impact of new

drug for market power, the concept of drug portfolio , the role of private research firms, R & D project management and other relevant topics.

22:223:640 Special Topics: Modeling and Analyzing Competitive Bidding (3) - Independent Study Only

Focuses on how to adapt game-theoretic and decision-theoretic models to provide bidders and also auction designers with practical advice. A number of open research questions will be identified. As there are no textbooks on these topics, our principal sources will be the original seminal publications and survey articles appearing in scholarly journals, as well as descriptive material on particular auction markets. Prerequisite: Fulfillment of calculus/statistics proficiency requirements. Those who have not seen even the rudiments of game theory will face some extra reading early in the course. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

22:223:641 International Trade and Macroeconomics (3)

Extends the tools of macroeconomic policy analysis to incorporate the international sector. Particular attention will be devoted to topics and issues such as the abolishment of the Gold Standard, the present fluctuations in exchange rates, central bank intervention policies including dirty floats, theories of international trade, tariffs and quotas, world currency markets including Eurodollars, and the effects of trade deficits and capital inflows. Material will be supplemented by discussions of current special topics such as the unification of Europe in 1992. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

22:223:647:40 Economics of Organizations and Information (3)

This course is designed to apply the economic tools of analysis to the problems of incentives, delegation and information to the profit-maximizing problem of the firm. Management fads come and go but each of these, and others, can be analyzed by how they overcome the coordination and decision making problems of different firms in different environments. Organization and business strategies are as important to success as technology, cost and demand. Proper incentives are required to align individual and organizational objectives. Good decisions come from placing authority in the hands of those with the necessary information. Incentives and empowerment must be applied together so that those who are making the decisions have the incentives to make decisions which are best for the firm. Prerequisites: 010:577 or 010:502, 223:581 or 223:521, 223:591 or 223:520, 373:592 or 373:531, 390:587 or 390:522, and 960:576 or 135:572.

PhD in Management Courses - Finance

26:390:571 Survey of Financial Theory I (3)

Prerequisite: 26:223:552, 26:960:577

26:390:572 Survey of Financial Theory II (3)

Prerequisite: 26:223:572

26:390:660 Analysis of Financial Markets and Institutions (3)

Prerequisite: 26:223:553

26:390:661 Corporate Finance (3)

Prerequisite: 26:223:554, 26:390:571

26:390:662 Investment Analysis and Portfolio Theory (3)

Prerequisites: 26:223:554, 22:390:608, or 26:390:571

PhD in Management Courses - Economics

26:223:552 Microeconomic Theory (3)

26:223:553 Macroeconomic Theory (3)

26:223:554 Econometrics (3)

Prerequisite: 26:960:577

26:223:655 Advanced Econometrics (3)

Prerequisite: 26:223:552, 26:223:553, 26:223:554

26:223:657 Advanced Topics-Microeconomics I (3)

Prerequisite: 26:223:552 and 26:960:577

26:223:658 Advanced Topics-Microeconomics II (3)

Prerequisite: 26:223:655, 26:223:657, 26:223:659

Concentrations offered through the Finance and Economics Department

Finance

Provides broad professional competence and skills to prepare students for executive positions in financial departments, banks, and other financial institutions.

Take two of the following three courses:

22:390:603 Investment Analysis and Management

22:390:604 Financial Institutions and Markets

22:390:605 Advanced Financial Management/Corporate Finance

Take two of the following or take all three of the above courses and one of the following:

22:390:601 Risk and Insurance Management

22:390:606 International Business Finance

22:390:608 Portfolio Management

22:390:609 Options/Derivatives

22:390:610 Current Topics in Economics and Finance

22:390:611 Analysis of Fixed Income Securities

22:390:612 Small Business Finance

22:390:641-659 Special Topics Courses

22:390:645 Financial Statement Analysis

26:390:571 Survey of Financial Theory

26:390:572 Survey of Financial Theory II

26:390:660 Analysis of Financial Institutions and Markets

26:390:661 Corporate Finance

26:390:662 Investment Analysis and Portfolio Theory

Economics

Provides a deeper understanding of the economic concepts underlying all aspects of business and provides for a more profound view of the business world.

Take any four of the following:

22:223:601 Economic Analysis of Management Decisions

22:960:606 Econometrics

22:223:602 Economics of Industry Regulation

22:223:603 Economics of Industry Structure

22:223:604 Analysis and Forecasting of Business Conditions

22:223:605 Cost Benefit Analysis

22:223:606 Public Utility Regulation

22:223:641 International Trade & Macroeconomics

26:223:552 Microeconomic Theory

26:223:553 Macroeconomic Theory

26:223:554 Econometrics

26:223:655 Advanced Econometrics

26:223:657 Advanced Topics: Microeconomics I

INTERNATIONAL BUSINESS/BUSINESS ENVIRONMENT

Edwin Hartman, Chair

- 22:373:510 Business Presentations
- 22:373:512 Global Strategy
- 22:373:531 Law and Legal Reasoning in Business
- 22:373:534 Global Business
- 22:373:551 Business Communication
- 22:373:592 Legal Environment
- 22:373:593 International Business Environment
- 22:373:602 Management and Public Policy
- 22:373:603 Technology, Society and Management
- 22:373:604 The Rules of the Game in Organizations
- 22:373:605 International Business Law
- 22:373:606 Legal Regulation of Markets
- 22:373:607 International Business in Emerging and Developing Economies
- 22:373:608 Fundamentals of Real Estate
- 22:373:609 Land Use and Urban Development
- 22:373:610 Real Estate Investment
- 22:373:611 International Trade & Finance
- 22:373:612 International Business Policy
- 22:373:613 Business History
- 22:373:615 Multinational Management Strategy
- 22:373:616 Current Issues in International Business
- 22:373:617 International Marketing
- 22:373:618 Business and the Arts
- 22:373:619 Ethics in Business
- 22:373:620 Fundraising and Resource Development for Arts Non-Profits
- 22:373:621 Legal, Regulatory, And Ethical Issues In The Pharmaceutical Industry
- 22:373:622 The Health Care Industry and the Role of Pharmaceutical Companies
- 22:373:646 Contemporary Issues in International Business
- 22:373:650 Information Technology, Globalization and Governance
- 22:373:659 Intellectual Property Law and Policy

Core Courses: Full-Time MBA Program

- 22:373:510 Principles of Business Presentations (2)**
This course provides strategies of organizing and delivering written and spoken presentations in business settings. The course also emphasizes graphical presentations of data, and finding and using business library resources.
- 22:373:512 Global Strategy (1)**
This course focuses on strategic planning for international business and international business policy.
- 22:373:531 Law & Legal Reasoning in Business (2)**
Focuses on the structure and governance of business organizations, with an emphasis on the corporate form. Considers how law creates and shapes relationships among managers, investors, employees, and other groups.
- 22:373:534 Global Business (2)**
Exposes students to numerous challenges a firm faces as it attempts to internationalize its operations. At the end of the course the student is expected to have a better understanding of the micro factors which make management of international businesses distinct from domestic businesses. The topics to be covered include entry strategies, site selection, world trade organization and ethics in international business.

Core Courses: Part-Time MBA Program

- 22:373:551 Business Communications (non credit/2)**
Sharpens the writing and speaking skills of MBA students, so that they will be more effective communicators. Assignments in the course progress from simple to increasingly complex reports and include abstracts, case analyses, statistical analyses, and library research. Class time is taken up with instruction on organizing written reports, analysis of samples of students' writing, and oral presentations by students.
 - 22:373:592 Legal Environment (2)**
Introduces the legal environment in which management functions. Studies the law of corporations as a system for affecting relationships among the corporation, its shareholders, employees, managers, and society. Exposes student to managerial aspects of antitrust and securities law as well as to current questions regarding business's role in society.
 - 22:373:593 International Business Environment (2)**
Introduces potential managers in both domestic U.S. and multinational firms to the major international environment influences on their future decisions, and to basic analytical tools such as country risk assessment, hedging of foreign exchange risk, and analysis of international alliances. Over one-sixth of the American economy is now accounted for by the foreign sector. Imports and investment decisions by U.S. and other firms affect jobs and economics far removed from the locus of the decisions. Even simple actions such as executing import and export orders denominated in foreign currency, require hedging decisions to minimize foreign exchange risk. Managers in overseas environments must make decisions, not based on economics alone, but should also incorporate social and political factors into their judgments. The course is based on concepts and tools which every manager needs to know in today's globally competitive environment.
 - 22:373:605 International Business Law (3)**
Focuses on key legal issues affecting the conduct of international business. Topics covered include: legal aspects of trading and investing across national borders; foreign investing in the U.S.; U.S. customs laws and practices; import protection against unfair trade practices; taxation of international trade and investment; currency and investment controls; and some of the unique institutions affecting the conduct of international business.
- ## MBA Electives - International Business
- 22:373:607 International Business in Emerging and Developing Economics (3)**
Examines the nature and prospects of multinational investments in emerging and developing economies and analyzes the relative impact of foreign direct investment on host countries and in the firms themselves. Topics include structure of emerging economies, industrialization and development strategies, technology acquisition and transmission, cost-benefit analysis of international business projects, and government policy of selected countries.
 - 22:373:612 International Business Policy (3)**
The primary objective of this course is to integrate and build upon knowledge acquired in other business courses in the school. This course helps in developing an analytical framework for understanding a corporation's current position, and improving its performance in the long run, through a consistent set of decisions. The course exposes students to a variety of problems faced by corporations in different environments, industries, and countries and in the process familiarizes the student with the general management perspective. This helps students in develop-

ing problem solving skills which will enable them to realistically deal with real life situations in their businesses careers. The course provides a broad overview of the management of the multinational corporation. The topics to be covered include industry analysis, understanding of corporate strategy formulation in face of government intervention, strategy implementation in multinational corporations, understanding of multinational control issues, management of overseas stakeholders, and business ethics in an international environment.

22:373:616 Regional Economic Integration (3)

Examines in depth the growing trend towards the development of cross-border trade and economic cooperation and joint ventures. Utilizing the model of the European Union, a survey is made of other regions of the world to form nation-state alliances. For example, NAFTA, MERCOSUR, ANDEAN PACT, CARICOM, APEC and attempts elsewhere, such as the Middle East and North Africa, Africa, Japan, China and other regional territories. Relationship with the World Trade Organization will also be examined.

The course studies the past, present and future of world trade and their institutions giving birth to tradeoffs as they interact with politics and changing forces, such as nationalism, fundamentalism and protectionism.

22:373:617 International Marketing (3)

Designed for those who have already acquired an introductory understanding of the international business environment. Examines the social, cultural, political, institutional, behavioral, economic and competitive conditions that differentiate the conduct of foreign and international marketing from domestic marketing. Examines a series of specific marketing problems, tasks and tools to prepare for approaching international marketing activity. Topics covered: international information systems and marketing research, multinational product offerings and services, promotional strategies in international marketing, exporting and importing, and detailed analysis of marketing in several nations.

22:373:621 Legal, Regulatory, And Ethical Issues In The Pharmaceutical Industry (3)

The goal of this course is to help aspiring managers in pharmaceutical firms to develop the knowledge and skills to succeed in the contemporary business environment. The course will be case-based and will draw heavily from real life examples. We will have a number of guest lecturers from leading pharmaceutical companies. Among the topics we will cover are the following: the regulatory and legal aspects of drug development, concentrating particularly on the process of FDA approval; government intervention in the pharmaceutical market; the impact of managed care; Medicare and Medicaid; the patenting process; global protection of pharmaceutical patents; and price controls and cost containment in foreign countries.

22:373:622 The Health Care Industry and the Role of Pharmaceutical Companies (3)

This course will focus on the understanding of the operation of the health care market and its relationship with the pharmaceutical industry. The topics will include the nature and characteristics of competition among the pharmaceutical companies, regulatory characteristics, the role of patents, brand name vs. generic drugs, impact of managed care on the pharmaceutical industry, cost and pricing decisions, third party reimbursements for prescription drugs, and responses to competitive pressure through mergers, acquisitions and restructuring.

22:373:640 Special Topics: Global Business, Governments and Dynamic Competitiveness (3)

Examines how governments affect a country's competitiveness, why governments are increasingly abandoning control approaches (ownership/regulation) for market-based solutions (privatization/liberalization) and what the significant international business implications are. Specific focus is on the telecommunications, the electric/gas, banking and airline industries presently going (or have recently gone) through fundamental government-induced, structural changes that have opened up, virtually overnight, \$100+ billion industries to international competition. The pharmaceutical industry will also be studied because it is heavily government regulated, is vulnerable to attack from new entrants (biotech companies), and is international in scope. Because of their importance in charting each industry's dynamic change, joint ventures, alliances and networks behaviors will be studied.

22:373:643 Special Topics: Competitive Intelligence and Analysis (3)

Designed for students who seek employment in companies under competitive pressure. Teaches the art and science of competitive intelligence, a new corporate function adopted first by Japanese and Korean firms and in the last decade by major U.S. companies. Deals with identifying early market signals signifying a strategic change in the competitive environment. Provides the framework for industry and competitor analysis and examines the various corporate approaches to business intelligence activities. Involves real world intelligence gathering exercises, case analyses and practitioners' guest lectures. Can be used as part of the international concentration.

22:373:646 Contemporary Issues in International Business (3)

Examines some of the more important economic and political issues affecting the activities of the multinational corporations in the 1990's. Guest speakers will be invited to present their views. Students attending the course should have basic knowledge of micro- and macroeconomics and display a very real interest in world economic issues and international business.

22:373:650 Information Technology, Globalization and Governance (3)

Examines the impact of telecommunications, computing and the Internet on contemporary world politics. Emphasis on integrated suites of standardized business application software, web technologies that connect enterprise systems, use of such business information technology by the public sector organizations such as the World Bank, European Union and the United Nations.

MBA Electives - Business Environment

22:373:602 Management and Public Policy (3)

Examines the interaction between public policy and business. Considers the public policy process, including analysis of how issues arise in a pluralistic society. Reviews significant public policy issues, the political process and how it deals with issues, societal value-setting processes, and the means for expressing those values. The course covers government-business relationships, and the social responsibility of management and the firm.

22:373-603 Technology, Society & Management (3)

Stimulates an awareness of what technology is and does, and how it impinges on institutions and processes in society at large. Identifies and examines interrelationships and reciprocal influences among business corporations, technological developments, political-educational-scientific institutions, and social values and attitudes.

22:373:604 The Rules of the Game in Organizations (3)
Examines legal, political, and economic ground rules that influence day-to-day life in organizations. Considers differences in the ground rules and work cultures in different kinds of organizations, such as investment banks, government agencies, universities, old-line corporations, and "new economy" startups. Employs game theory to analyze the incentives and likely strategies of members of different kinds of organizations. Discusses competing ideas as to how members of organizations can best achieve their goals given organizational ground rules. Explores arguments for and against changing internal ground rules, (such as those established by contracts or implicit contracts), and external ground rules, (such as those established by employment law), in areas such as work hours, democratic procedures, and compensation arrangements.

22:373:606 Legal Regulation of Markets (3)
Introduces the bodies of law regulating the structure and operation of labor markets, capital markets, and other markets, including civil rights law, labor law, securities law, antitrust law, and intellectual property law. Explores arguments as to the validity of different kinds of regulation of business. Focuses on the issue of whether and how law should impose mandates on market participants against entering into certain kinds of agreements. Discusses trends and likely future directions in the regulation of markets.

22:373:613 Business History (3)
Surveys American business history from the perspective of the rise of the modern corporation and of professional management. Although its coverage begins with the pre-industrial period, it places special emphasis on evaluating particular aspects of the corporate experience useful to contemporary managers in framing strategies and policies to confront current business challenges. Major issues incorporated in the readings, lectures and case discussions include the dynamics of structural change in industry and commerce, innovation in business organization and management, the relationship of business corporations to the state, and American business competitiveness in a changing global economic order.

22:373:618 Business and the Arts (3)
Familiarizes students with nonprofit and specific management challenges which they face; surveys the metropolitan area arts scene through lectures, performances, studio and gallery visits; and examines the critical role played by corporations in support of the arts, and the aim of corporate responsibility for the health of community life. A term paper will be written based on a management project done in cooperation with an area arts nonprofit.

22:373:619 Ethics in Business (3)
Covers such topics as free markets and regulation, moral responsibility of senior managers, corporate strategy and stockholder relations, the environment, product safety, employee rights, corporate culture and group think, racial and sexual discrimination, affirmative action, the responsibilities of American companies abroad (for example, South Africa), and leveraged buyouts. A text, articles, case studies, and fictional works will be employed.

22:373:620 Fundraising and Resource Development for Arts Non-Profits (3)
Emphasizes extensive research into funding sources; then provides extensive experience in the writing of successful grant proposals. Also included are modules on computerized financial and development record keeping, as well as units on the organizational structure supporting the fundraising effort.

22:373:659 Intellectual Property Law and Policy (3)
The onset of globalization is now associated with the claim that the terms of competition in the international economy have shifted away from trade in tangible resources such as land, copper, iron and coal. On this view, success in international competition now largely depends on the capability to generate research, software designs, entertainment, engineering concepts, advertising, marketing, styling, legal and financial innovations, and information-based inventions. This shift heavily favors the northern industrialized countries, since they hold the industrial, technological, and resource advantage in transforming or producing conceptual notions into intangible flows of ideas and money. In the past decade, intellectual property has received aggressive international legal protection under the Trade Related Aspects of International Property Rights regime (TRIPS), which reproduces American concepts of copyright, Trademarks, Trade Secrets, and Patents. This course will explore this emerging framework of intellectual property protection and its relationship to such policy issues as the relationship between biotechnology and food security in developing countries; the protection of living organisms as intellectual property, and issues of biodiversity.

MBA Electives - Real Estate

22:373:608 Fundamentals of Real Estate (3)
Provides an introduction to modern theoretical concepts of real estate. Considers the basic attributes of real estate from freehold and leasehold perspectives, including the nature of real property and the bundle of rights inherent therein, and limitations on and division of the bundle of rights. Emphasis is placed on the creation of value and the market determinants of value. Introduces basic financial analysis of the residential and investment property transaction, descriptions of the legal aspects of the acquisition process, and the financing of the created value by the appropriate markets. Culminates in the basic capital investment discounted cash flow model to determine net present values and internal rates of return, and considers the prioritization of returns to owner/investor vs. lender.

22:373:609 Land Use and Urban Development (3)
Traces principles of land development in this country from foundations in initial Anglo-Saxon common law, through early concepts of absolute unrestricted freedom of use, to modern principles as embodied in custom, judicial decisions, administrative directives and legislative enactments. The currently evolved principles of limitation and balance in use with respect to residential, commercial, industrial and public through planning and zoning are examined. Changing concepts of land use and form of use as dictated by population growth and shift are studied. The importance of agriculture, waterways, transportation routes and public facilities is considered. Explores the burden and benefits of federal and state and local taxation, police power and eminent domain. Prerequisite: 22:373:608.

22:373:610 Real Estate Investment (3)
Begins with the basic capital investment discounted cash flow model to analyze in depth modern techniques of income property financing, including permanent and interim loans, interest only, accrual and participatory loans, construction financing, etc. Appropriate forms of ownership such as corporations, partnerships and joint ventures are examined. Considers supporting analysis, particularly lease income and operating cost analysis. Examines primary lending and secondary sources, such as life insurance companies and real estate investment trusts. Develops analysis of current methods of accessing capital markets financing through securitization on the

secondary markets. Considers the current real estate investment climate for real estate and non real estate oriented investors. Prerequisite: 22:373:608.

PhD in Management Courses: International Business

- 26:553:603 International Trade and Investment (3)
- 26:553:605 National Innovation Policies and International Business (3)
- 26:553:607 Governments, Competitiveness and International Business (3)
- 26:553:609 Global Business - Developing and Marketing Transition Economics (3)

Concentrations offered through this department: International Business

For students interested in a global business career, the concentration provides an insight into international markets.

Take any four of the following:

- 22:373:612 International Business Policy
 - 22:373:605 International Business Law
 - 22:390:606 International Business Finance
 - 22:373:617 International Marketing
 - 22:223:641 International Trade and Macroeconomics
 - 22:373:616 Current Issues in International Business
- or
- 22:373:646 Contemporary Issues in International Business 616 or 646, not both

Other International Business courses, including PhD level courses, may be taken toward the concentration with special permission of the department chair.

MANAGEMENT SCIENCE AND INFORMATION SYSTEMS DEPARTMENT

Ron Armstrong, Chair
Benjamin Melamed, Vice Chair

- 22:135:571 Calculus for Managers
- 22:135:572 Statistics for Managers
- 22:198:504 Introduction to Information Technology
- 22:198:603 Database Systems
- 22:198:604 Computers and Information Systems
- 22:198:605 Computer Technology
- 22:198:608 Distributive Information Systems and Telecommunications
- 22:198:610 Electronic Commerce
- 22:198:611 Security for Electronic Commerce
- 22:198:658 Emerging Information Technologies
- 22:711:561 Optimal Decision Making Under Uncertainty
- 22:711:562 Quality Productivity & Management Operations
- 22:711:574 Deterministic Optimization Models
- 22:711:578 Operations Management
- 22:711:605 Maintenance, Reliability and Quality Control Management
- 22:711:607 Introduction to Supply Chain Management
- 22:711:608 Procurement & Global Sourcing
- 22:711:609 Service Management
- 22:711:610 Total Logistics Management
- 22:960:576 Statistical Models

MBA Qualifying Courses

- 22:135:571 Calculus for Managers (2)**
Topics include functions, lines, quadratic equations, exponential and logarithmic functions, limits, derivatives, partial derivatives, one and two variable function optimization, Lagrange multipliers, matrix algebra and solutions to linear equations.
- 22:135:572 Statistics for Managers (2)**
Topics include descriptive statistics, elementary probability, discrete distributions, normal distributions, sampling distributions, small and large sample inference for an unknown population mean and proportions.

Core Courses: Full-Time MBA Program

- 22:198:504 Introduction to Information Technology (1)**
A survey of the use and management of information technology in business. Students will acquire a basic famil-

ilarity with information technology, including database technology, telecommunications, the Internet, and applications to marketing. They will also study the dynamics of the information technology industry.

- 22:711:561 Optimal Decision Making Under Uncertainty (2)**
Introduces selection models and risk analysis. Specifically: common types of decisions; acceptance/rejection of a single proposal, selecting from a set of mutually exclusive alternatives. Decision criteria used to evaluate these decisions, including expected value, net present value, internal rate of return, return-to-risk ratio, and opportunity loss using *PHStat*. The use of data tables for sensitivity of analysis. Single and multistage decision trees for modeling decision problems using *TreePlan*. Concepts of risk analysis, the use of statistical measures such as the standard deviation and coefficient of variation, value-at-risk, and Monte Carlo simulation with *Crystal Ball* for evaluating models involving risk. Forecasting risk in breakeven analysis. Risk analysis of optimization results and combination of optimization and simulation using *OptiQuest*.

22:711:562 Quality Productivity & Management Operations (2)

Gives students an understanding of the variety and the importance of critical decisions encountered in the practice of an integrated business process (supply chain). It offers students important quantitative techniques needed for continuous improvement of a company's operation efficiency, product/service quality, and strategic position in the global marketplace. Case studies based on spreadsheet (Excel) analysis are included.

Core Courses: Part-Time MBA program

- 22:711:574 Deterministic Optimization Models (3)**
Gives the student a thorough understanding of linear programming and classical optimization techniques. Model formulation, computer interaction, and analytical solution techniques are emphasized. Applications from various functional areas are included. Prerequisite: Fulfillment of Calculus proficiency requirement
- 22:960:576 Statistical Models (3)**
Introduces estimation and testing problems using simple and multiple regression models. These techniques are applied to model building involving quantitative and/or qualitative independent variables. Topics in experimental design and analysis of variance, piecewise linear regression, weighted least squares, and logistic regression are introduced. Transformation of data, multicollinearity, partial correlation, and residual and influence analysis are

discussed. Also included is an introduction to the analysis of contingency tables and survey methods. Computers are used extensively in the statistical analysis of data using the techniques covered in this course. Prerequisite: Fulfillment of Statistics proficiency requirement

22:711:578 Operations Management (3)

Focuses on various strategic and operational decisions encountered in project and operations management for both manufacturing and service industries. It helps students to learn how to model, perform a cost analysis, make a risk assessment, and develop dynamic and practical business solutions to real problems. Major topics include demand forecasting and management, supply chain inventory management, and project planning, risk control, budgeting and cost estimation, computer simulation and strategic decision analysis. Case studies are included. Prerequisites: Fulfillment of Calculus/Statistics proficiency requirements and 711:574

MBA Electives – Information Systems

22:198:603 Database Systems (3)

Provides an understanding of database technology and its application in managing data resources. The conceptual, logical and physical design of databases will be analyzed. A database management system such as ORACLE or INGRES will be used as a vehicle for illustrating some of the concepts discussed in the course. Prerequisite: Background in a procedurally oriented language (C preferred) or permission of the instructor.

22:198.604 Computers and Information Systems (3)

Provides an understanding of the hardware, software, and other components of computer systems; it surveys file and database management systems, telecommunications and networks, analysis, design and development of computer-based information systems, and evaluation of computer acquisitions. This course is an alternative to 22:198:605 Computer Technology.

22:198:605 Computer Technology (3)

Fundamentals of the C/C++ programming language comprise a major part of this course. The course introduces students to procedural and object-oriented programming. Topics from data storage, systems analysis and database systems are also covered.

22:198:608 Distributive Information Systems and Telecommunications (3)

Surveys the current state and future direction of data communication and teleprocessing systems. Through cases and case studies, provides the concepts and terminology of teleprocessing systems, networking, distributed processing, Protocols, etc. Emphasis placed on planning, component selection, operation, and management of cost effective data communication. Prerequisite: Completion of the MIS breadth requirement, and a background in a procedurally oriented language (C or Pascal preferred) or permission of the instructor.

22:198:658 Emerging Information Technologies (3)

Presents an introduction to Emerging Technologies. It focuses on the use of technology to support decision-making, facilitate cooperation, and enable the information infrastructure. Examples of covered topics are: search techniques, data warehousing, media appropriateness, electronic commerce, virtual teams in organizations and client/server systems. A fundamental knowledge of computers and information systems is expected of students enrolling in the course.

22:198:610 Electronic Commerce (3)

Electronic commerce (EC) refers to business activities involving consumers, manufacturers, service providers, and

intermediaries using computer networks such as the Internet. The goals of EC are to reduce product and service cost and improve customer response time and quality. Hence implementing initiatives in electronic commerce has emerged as a significant business strategy in the Information Age. This course serves as an introduction to EC. It discusses the three principle tenets of this discipline: business, technical and policy issues. Specifically, it covers the various components and services of EC, technologies involved in EC and EC for business applications.

22:198:611 Security for Electronic Commerce (3)

Introduces students to the emerging area of electronic commerce and the security challenges and threats in EC, and provide them with an understanding of the state-of-the-art EC security technologies. In particular, this course discusses security requirements for electronic commerce such as identification and authentication, authorization and access control, data integrity, confidentiality, non-repudiation, trust and regulation. It discusses various security standards including network security architecture standard, data encryption standards, data integrity standards, digital signature standards, authentication standards, certification standards, electronic data interchange standards, and electronic mail standards. It also discusses the emerging Internet standards, firewalls, public key cryptography standards, Java security, Lotus Notes security, database security, security payments such as SET (secure electronic transaction), digital cash and digital cheques, and smart card technology.

MBA Electives – Operations Management

22:711:605 Maintenance, Reliability and Quality Control Management (3)

Covers critical issues and practical approaches for quality management of various business processes. The major topics include control charts, acceptance sampling and sampling plans, total quality management, strategic design and implementation of business process, and strategies for continuous improvement and process reengineering.

22:711:607 Introduction to Supply Chain Management (3)

To stay competitive and succeed in today's constantly evolving business world, companies must integrate all the partners in a supply chain, from suppliers, manufacturers, wholesalers, retailers to transportation providers, in a highly effective way in order to deliver quality product/service at right price and at right time to the market. The course serves this purpose. It gives students an understanding of the variety and the importance of critical decisions encountered in the practice of an integrated supply chain. It offers students important quantitative techniques needed for a continuous improvement of a company's operation efficiency, product/service quality, and strategic position in the global marketplace. Teamed projects based on real world supply chain managerial issues will be assigned.

22:711:608 Procurement & Global Sourcing (3)

Reviews the demands placed on purchasing from the firm's stakeholders, demonstrate the impact of purchasing and materials management on the competitive success and profitability of the organization, describe ethical, contractual and legal issues faced by purchasing, and recognize the expanding strategic nature of purchasing. The major areas of concentration covered are purchasing as a functional activity; how purchasing impacts on total quality, cost, delivery, technology, and responsiveness to the needs of a firm's external customers (insourcing/outsourcing, supplier evaluation, supplier development, and global sourcing): introduction of the tools, techniques, and approaches for managing the procure-

ment and sourcing process (cost/price analysis, negotiations, and contract management); issues and activities that support the procurement and sourcing process (legal, inventory, inbound transportation, and information systems); and future directions of purchasing and strategic sourcing (purchasing 2000 and E-Procurement).

22:711:609 Service Management (3)

Equips the prospective manager with the necessary skills to manage service operations by covering such topics as: understanding the nature and role of service operations in the economy, gaining competitive advantage through customer service, service marketing, designing and managing the service operation (process design, capacity planning, queuing theory, implementation of technology and automation, managing service personnel and the customer service encounter, supply chain management in services), quality control, assurance and improvement in service, legal and financial aspects of service management. Numerous Case Studies from various service operations are examined.

22:711:610 Total Logistics Management (3)

See web site or call department for description.

PhD in Management

- 26:711:561 Fundamentals of Optimization (3)
- 26:960:575 Introduction to Probability (3)
- 26:960:580 Stochastic Processes (3)
- 26:960:577 Introduction to Statistical Linear Models (3)
- 26:711:561 Linear Programming (3)
- 26:711:652 Nonlinear Programming (3)

MBA Concentration offered jointly with the AIS Department

Information Technology

For those interested in the hardware/software components of computer and communication systems, their patterns and configurations; the interaction of organizational function and computer hardware and software technology; the analysis, design, and selection of computerized database systems; the analysis, design, and implementation of software projects.

Take four of the following:

- 22:010:604 Design and Development of Information Systems
- 22:010:609 Advanced Design and Development of Information Systems
- 22:010:611 Enterprise Resource Planning Systems
- 22:198:603 Database Systems
- 22:198:605 Computer Technology
- 22:198:608 Distributive Information Systems & Telecommunications
- 22:198:640: Object Oriented Concepts and Applications
- 22:198:658 Emerging Information Technologies
- 22:620:601 Science and Technology I: Management of Science and Technology
- 22:711:605 Maintenance, Reliability and Quality Control Management (3)
- 22:711:607 Supply Chain Management
- 22:198:610 Electronic Commerce
- 22:198:611 Security for Electronic Commerce

MARKETING

Barbara Stern, Chair
L. J. Shrum, Vice Chair

- 22:630:550 Marketing Design & Strategy
- 22:630:586 Marketing Management
- 22:630:601 Advertising and Promotion
- 22:603:602 Corporate Strategy and Product Innovation
- 22:630:603 Retail Management
- 22:630:604 Marketing Research
- 22:630:606 Business-to-Business Marketing
- 22:630:608 Sales Management
- 22:630:609 Marketing Strategy
- 22:630:610 Consumer Behavior
- 22:630:611 Marketing and the Arts
- 22:630:612 Pharmaceutical Marketing
- 22:630:615 Electronic Marketing
- 22:630:616 Etailing
- 22:630:617 Pharmaceutical Marketing Research
- 22:630:618 Pharmaceutical Product Management
- 22:630:619 Managing The Pharmaceutical Sales Organization
- 22:630:621 Service Marketing
- 22:630:645 Pharmaceutical Marketing
- 22:630:649 Special Topics in Marketing: Pricing Strategy
- 22:630:650 Special Topics in Marketing: Eco-Marketing
- 22:630: Special Topics in Marketing: Health Care Marketing

Core Courses: Full-Time MBA Program

22:630:550 Marketing Design & Strategy (2)

This course focuses on marketing planning, product portfolio decisions, and marketing strategy and tactics. Particular attention is paid to market segmentation analysis and to the design of marketing policies that target different segments. Attention is also paid to the design and evaluation of new products, the marketing mix, and measurements of the effectiveness of different marketing instruments.

Core Courses: Part-Time MBA Program

22:630:586 Marketing Management (3)

Develops an understanding of the nature and role of marketing in the firm and in society. Topics include: basic marketing orientations, operational meanings of quality and value, analysis of marketing opportunities, and marketing planning, organization and control. Special emphasis is given to management decision - making in terms of product design, channels of distribution, pricing, and advertising and promotion. Text, outside readings, and team case analyses.

MBA Electives - Marketing

22:630:601 Advertising and Promotion (3)

Examines the advertising process with particular emphasis on the advertising agency and its clients. Reviews other forms of commercial communication such as public relations, sales promotion, and personal selling. Subjects covered: advertising and promotion planning and management, methods for setting promotional budgets, copy evaluation, media selection and planning, measurement of promotional effectiveness, and models of the communication process. Prerequisites: 22:630:550 or 22:630:586

22:630:602 Corporate Strategy and Product Innovation (3)

Introduces concepts and methods used for (a) coordinating strategy formulation and the identification and evaluation of new product opportunities; (b) planning and organizing the process of development; (c) testing new products and new markets; and (d) commercialization.

Special emphasis is given to issues related to marketing and R & D. Text, cases, guest speakers. Prerequisites: 22:630:550 or 22:630:586

22:630:603 Retail Management (3)

Analyzes the retailing process, the environment in which it operates, and retail institutions and functions. Examines trends in retailing and uses a Strategic Profit Model to scrutinize retailing strategy variables.

Covers historical perspective, retailing structure and institutions, trends, strategic profit models, consumer behavior and the retail sector, franchising, retail pricing, location strategy, and retailing productivity. Prerequisites: 22:630:550 or 22:630:586

22:630:604 Marketing Research (3)

Provides insight into the nature and assumptions of marketing research conducted by corporations and commercial research companies. Provides practical experience in planning and implementing marketing research. Covers the sale of marketing research in business management; survey research and questionnaire design; scientific marketing research design and planning; data collection, application of statistical analysis such as multidimensional scaling, cluster analysis, and conjoint analysis; report writing and communication of research results; and types of research purchase behavior. Prerequisites: 22:630:550 or 22:630:586

22:630:606 Business-to-Business Marketing (3)

Introduces business-to-business marketing from the perspective of both the seller and the buyer. Covers marketing strategy and product/market planning systems; selling and management of the sales force; marketing research and competitive intelligence; pricing and promotion; management of auxiliary services; and industrial buying behavior. Prerequisites: 22:630:550 or 22:630:586

22:630:608 Sales Management (3)

Provides the conceptual basis for addressing strategic and tactical problems of sales force management; develops ability to apply these concepts to actual situations. Topics include: sales program formulation, sales force deployment and organization, field sales management, and the recruitment, selection, and training of the sales force. Prerequisites: 22:630:550 or 22:630:586

22:630:609 Marketing Strategy (3)

Provides concepts and methods essential to (a) identifying and analyzing marketing threats and opportunities; and (b) developing and evaluating marketing strategies. Focuses on business-level marketing strategy. Special attention given to market structure analysis, segmentation and positioning, and international market extension strategies. Prerequisites: 22:630:550 or 22:630:586

22:630:610 Consumer Behavior (3)

Understanding the behavior of consumers and the factors that influence their behavior. Topics covered: consumer decision models, psychological processes, and social and environmental forces that shape consumer behavior. Explores historical development of consumer behavior and current societal issues. Texts, readings, and case study. Prerequisites: 22:630:550 or 22:630:586

22:630:611 Marketing and the Arts (3)

Explores the use of marketing research methods (including consumer behavior models) to identify arts markets. Examines the use of various marketing tools by non-profit arts organizations to develop potential customer bases. Illustrates the use of newer technologies such as database use and interactive marketing in the arts. Prerequisites: 22:630:550 or 22:630:586

22:630:612 Pharmaceutical Marketing (3)

Provides an overview of the pharmaceutical industry with special emphasis on challenges and issues unique to the pharmaceutical field. Topics covered include a comparison of U.S. and global pharmaceutical industries; regulatory structures and procedures; ethical issues; pharmaceutical promotion; and trends. Prerequisites: 22:630:550 or 22:630:586

22:630:615 Electronic Marketing (3)

Equips students with the concepts and tools required to understand the way that electronic information systems can be used to competitive advantage. Discusses the current state of electronic commerce, impediments to expansion of marketing activity, implications of online marketing for pricing, advertising and promotion, and distribution of products and services also treats legal, regulatory and security issues. Prerequisites: 22:630:550 or 22:630:586

22:630:616 Etailing (3)

Analysis of various Internet retailing business models from marketing strategy perspective. Case studies on selective etailing companies based on market segmentation, targeting, positioning, and marketing mix. Issues on first mover advantages and price competition in distribution channels. Business formats include, but not limited to, pure Internet retailing, click and mortar retailing, Internet auction and reverse auction, stock brokerages, and information services. Prerequisites: 22:630:550 or 22:630:586

22:630:617 Pharmaceutical Marketing Research (3)

Focuses on the marketing research process and steps involved in a marketing research study. The material covered will include secondary and syndicated research studies, qualitative techniques like focus groups and quantitative techniques like surveys and experimental design. Data collection and statistical analysis of quantitative data will also be emphasized. Specific pharmaceutical marketing research issues like pricing, promotional effectiveness, patient and physician satisfaction, brand loyalty, pharmacoeconomics, and outcomes research will also be covered. This course will use a industry-specific consulting project model with opportunity to mine industry data.

22:630:618 Pharmaceutical Product Management (3)

The course focuses on marketing issues in the pharmaceutical industry. Areas explored in the course include: market analysis, market planning, new product launches and commercialization of pharmaceutical products. Marketing of prescription drugs is examined including managing the transition from Rx to OTC switch. Marketing of both patent protected and generic drugs and management of generic competition is studied. The interface between R&D, marketing and sales, product and brand management, pricing, distribution and retailing, and promotional issues (including DTC advertising and the Internet) within the pharmaceutical industry will be covered. Relationship of product management with other functions like sales and medical, premarketing awareness, launch planning, budget setting, and allocation of resources for promotions will be examined. Regulatory issues including labeling, and advertising claims will be studied. The impact of the health care environment within which marketing (e.g., third party payer systems) takes place will also be covered. While the primary emphasis will be on the U.S. pharmaceutical industry, attention will also be paid to the global pharma industry.

22:630:619 Managing the Pharmaceutical Sales Organization (3)

Provides an overview of the role of the sales function within the pharmaceutical industry. The course covers the sales detailing process, selection, recruitment, and training of pharmaceutical sales representatives. Sales management issues including building and structuring the sales force, sales territory allocation, determining sales targets and quotas, forming and deploying special sales forces, compensation, motivation, supervision, and evaluation of sales force is looked at. The role of contract sales organizations, PBMs, managed care organizations, governments (including government regulation) and major account management is also covered. Critical issues like data-based selling and its impact on physician segmentation, selling to primary care physicians versus specialists, and competitive intelligence will be examined. The role of technology, legal issues, and e-commerce in shaping the sales function will be studied and the supporting needs of the sales force will be examined. The class will also include field sales call sessions.

22:630:621 Service Marketing (3)

Addresses the challenge of marketing services and managing the service component of product/services combinations. Issues covered include service design, quality definition, satisfaction measurement, performance guarantees, and internal and external marketing planning and execution. Covers business-to-business and consumer markets in fields ranging from banking and professional services to travel/hospitality, health care, and telecommunications. Lectures, cases, videos, guest speakers. Emphasis on case study. Prerequisites: 22:630:550 or 22:630:586

22:630:649 Special Topics in Marketing: Pricing Strategies (3)

Familiarizes students with the basic terms, concepts, approaches, and problems of pricing decisions. Develops a framework based on economics, industrial organizations; and cognitive psychology to analyze pricing choices. Text, readings, and cases. Prerequisites: 22:630:550 or 22:630:586

22:630:650 Special Topics in Marketing: Eco-Marketing (3)

Discusses marketing and entrepreneurship in the context of global ecological concerns. Topics covered include business ventures associated with new conservation commitments in less-developed countries; promotion of ecologically sound products in developed countries; economic incentives for promoting environmental protection on an international basis; and development and marketing of selected conservation programs. A joint offering of GSM and the Law School. Prerequisites: 22:630:550 or 22:630:586

22:630: Special Topics in Marketing: Health Care Marketing (3)

Marketing management for health care institutions such as hospitals and managed care facilities. Covers branding, marketing research and analysis, competitive studies, and profitability and productivity assessments. Also covers product, services, pricing, and promotional and distribution coverage decisions. The health care environment is examined in terms of third-party payment systems, health care trends, and public policy changes. Prerequisites: 22:630:550 or 22:630:586

PhD in Management Courses

- 26:630:576 Quantitative Methods in Marketing
- 26:630:577 Advanced Quantitative Methods in Marketing
- 26:630:625 Clustering
- 26:630:660 Qualitative Research Methods
- 26:630:665 Marketing Theory (Prerequisite: 26:630:576)
- 26:630:666 Consumer Behavior
- 26:630:667 LISREL: An Introduction to Structural Equation/Causal Models
- 26:630:670 Multivariate Analysis
- 26:630:687 Topics in Advertising

Marketing Concentration

- To concentrate in Marketing, take Marketing Research and 3 of the following electives:
- 22:630:601 Advertising and Promotion
 - 22:630:602 Corporate Strategy and Product Innovation
 - 22:630:603 Retail Management
 - 22:630:606 Business-to-Business Marketing
 - 22:630:608 Sales Management
 - 22:630:609 Marketing Strategy
 - 22:630:610 Consumer Behavior
 - 22:630:612 Pharmaceutical Marketing
 - 22:630:615 Electronic Marketing
 - 22:373:617 International Marketing
 - 22:630:646 Services Marketing
 - 22:630:649 Pricing Strategy
 - 22:630: Health Care Marketing

Note: MBA Candidates may also take PhD electives with the permission of the Instructor and the Department chair.

ORGANIZATION MANAGEMENT

Fariborz Damanpour, Chair
Seung Ho Park, Vice Chair

- 22:620:540 Managing People
- 22:620:542 Strategic Management
- 22:620:543 Interfunctional Team Management Consulting Program I
- 22:620:544 Interfunctional Team Management Consulting Program II
- 22:620:585 Organization Behavior
- 22:620:595 Interfunctional Consulting Program I
- 22:620:596 Interfunctional Consulting Program II
- 22:620:601 Management of Innovation and Technology
- 22:620:602 Managing Technological Breakthroughs
- 22:620:603 Executive Leadership
- 22:620:604 Human Resource Management
- 22:620:605 Development and Management of Independent Ventures
- 22:620:606 Managing Strategic Transformations
- 22:620:608 Team Building and Group Process
- 22:620:609 Management Consulting
- 22:620:611 Business Policy and Strategy
- 22:620:612 Creativity in Business Decision Making
- 22:620:615 Managing Organizational Diversity
- 22:620:616 Managing Technical Professionals
- 22:620:617 Negotiations
- 22:620:618 Entrepreneurship and the Small Business Environment
- 22:620:620 Internet-Based Entrepreneurship
- 22:620:621 E-Commerce Strategy
- 22:620:645 High Technology Independent Ventures
- 22:620:648 Cross Cultural Management

Core Courses: Full-Time MBA Program

22:620:540 Managing People (2)
Explores the human dynamics in today's competitive business environment by examining the role of management and learning styles in the effective functioning of organizations. Topics include personality types, motivation, job design, group behavior, and leadership. Through class discussions, case analyses, and simulations, students learn critical managerial skills such as communication, decision-making, conflict resolution, and team building.

Interfunctional

22:620:542 Strategic Management (1)
Discusses skills and concepts needed to manage an organization to compete effectively in its environment. Provides tools for identifying environmental opportunities and

threats and organizational strengths and weaknesses. Serves as a basis for the interfunctional management team consulting project.

22:620:543, 544 Interfunctional Management Team Consulting Program I and II (4)

Students consult with a private or public corporation or government agency on a business problem under a contract with the client institution. Requires students working with a faculty member to undertake, analyze, and report on the assignment and present recommendations to executive managers from the client organization. The consulting assignment follows two modules on strategic management and global strategy. Consulting assignments are completed in teams.

Core Courses: Part-Time MBA Program

22:620:585 Organizational Behavior (3)

As organizations keep changing in order to stay competitive in a more dynamic and uncertain environment, people management issues become even more complex, subtle and important. This course explores these human dynamics by examining the role of management and learning styles in the effective functioning of organizations. Topics include personality types, motivation, cognition and learning, communication, team development, and leadership. Through class discussions, case analyses, simulations, and group projects, students learn critical managerial skills such as communication, decision-making, conflict resolution, and team building.

Interfunctional

22:620:595,596 Interfunctional Consulting Program I and II (5)

Students consult with a private or public corporation or government agency on a business problem under a contract with the client institution. Requires students working with a faculty member to undertake, analyze, and report on the assignment and present recommendations to executive managers from the client organization. Consulting assignments are completed in teams.

MBA Electives – Organization Management

22:620:601 Strategic Management of Innovation and Technology (3)

Examines a variety of problems in the management of science and technology with emphasis on *the strategic management of technology*. Topics include integration of business strategy with technology, the product development process, manufacturing/process technologies, time

to market, technology-based strategic alliances, and technology venture development. Case studies will be used extensively. This course should be of interest to people working or intending to work in any functional area in an organization which develops or uses new technology-based products or services. Prerequisite: 22:620:540 or 22:620:585

22:620:602 Managing Technological Breakthroughs (3)
Examines the impact of disruptive technologies on established and start-up organizations. Identifies best practices in each type of organization to take advantage of the emergence of breakthrough technologies such as the internet, the cellular telephone or the personal computer. Examines successful start-ups in the personal computer industry and contrasts organizations "built-to-last" with those "built-to-flip." This course should be of interest to people working or intending to work in a technology-based start-up, an e-commerce company, or any functional area in an organization which develops or uses new technology-based products or services. Prerequisite: 22:620:540 or 22:620:585

22:620:603 Executive Leadership (3)
Leaders at all levels make a major difference in the growth, success or even the survival of their organizations. This course examines the characteristics and skills that allow these individuals to make such positive contributions to their organizations. Not only does the course examine these characteristics and skills, it also offers students the opportunity to improve their skills through the use of simulations, role-plays, case analyses, and discussions. Skills examined and practiced in this course include developing and communicating a vision, systems thinking, team building, and decision-making. Prerequisite: 22:620:540 or 22:620:585

22:620:604 Human Resource Management: HR Challenges for the 21st Century Manager (3)
Accompanying the fast-paced, substantive changes that are transforming today's organizations and the traditional workplace, the human resource function is similarly undergoing its own evolution. This survey course provides an overview of the HR function's traditional focus (selection, training, performance management, legal issues), while also delving into more contemporary challenges that include: managing change, the changing nature of work and work practices, international and cross-cultural considerations, and the future of HR itself. Students will learn a variety of skills and tools that can be utilized to effectively deal with these day-to-day challenges in the workplace. Prerequisite: 22:620:540 or 22:620:585

22:620:605 Development and Management of Independent Ventures (3)
Explores the role of small business in the present economy. Analyzes the various paths leading to entrepreneurship, including the cost and time of such paths. Provides an understanding of the problems of small business and the entrepreneur in the struggle for survival. Discusses the relationship of small to large businesses, including the roles of supplier, partner, and joint ventures. Investigates the reasons and motivation factors which generate entrepreneurial activity as well as the advantages and disadvantages of independent venture ownership. Prerequisite: 22:620:540 or 22:620:585

22:620:606 Managing Strategic Transformation (3)
As old industries converge and new industries emerge, managers must transform organizations and then manage them for continuous adaptation. This course explores new approaches for organizing the total enterprise, including structuring, processes, and culture. Using cases and simulations, we link these new forms of organizing to various competitive strategies and to performance, and develop

skills for designing, implementing, and managing strategic transformation. Prerequisite: 22:620:540 or 22:620:585

22:620:608 Team Building (3)
Increasingly organizations rely on teams to develop, produce, market, and sell their products. This course examines the skills needed to successfully create and manage teams in organizations. Not only does the course examine these characteristics and skills, it also offers students the opportunity to improve their skills through the use of simulations, role-plays, case analyses, and discussions. Skills examined and practiced in this course include team building, conflict management, decision-making, and strategic thinking. Prerequisite: 22:620:540 or 22:620:585

22:620:609 Management Consulting (3)
Develops management consulting skills by examining best practices for introducing change by internal and external consultants. Examines various aspects of the consulting process including assessment and diagnosis, contracting, data collection and feedback techniques, commitment, resistance to change, implementation, evaluation and ethics. Combines lectures, class discussions and case analyses as vehicles for application of theory in action. Prerequisite: 22:620:540 or 22:620:585

22:620:611 Business Policy and Strategy (3)
Intended as a capstone policy class for students. This course gives students a view of business problems from the perspective of the CEO. Comprehensive case studies which force the student to deal with wide-ranging and complex issues are the primary tools by which this integration is accomplished. Gives the student an appreciation for and understanding of the policy formation process. Giving students knowledge about the "big picture" makes them better managers. Prerequisite: 22:620:540 or 22:620:585

22:620:612 Creativity in Business Decision-Making (3)
Business leaders have reported that they are not prepared to handle the rapidly changing environment that their firms face and that some of the most important characteristics of their employees are creative problem-solving and the generation of new ideas. Creativity in business has typically been applied to product and process development, but may be best leveraged at the highest levels of the organizations to improve strategic decision-making. Cases, simulations, role-plays, and other exercises will be used to help students develop creative strategic thinking and decision-making skills. Prerequisite: 22:620:540 or 22:620:585

22:620:615 Managing Organizational Diversity (3)
Changes in the demographics of the work force, the structure of work, and globalization have all increased the importance of knowing how to bridge differences among people. This course endeavors to help students understand themselves at their own place (within cultures and subcultures) and their responses to difference; other people (bosses, coworkers, subordinates, clients, and customers); differences among organizations; and the skills for managing diversity well. The course tries to develop the point that managing diversity well is the essence of good management for the coming decades. Prerequisite: 22:620:540 or 22:620:585

22:620:616 Managing Technical Professionals (3)
Discusses issues in managing and leading scientists, engineers, software developers and other technical professionals. Develops skills for increasing individual creativity and organizational innovation. Topics include motivation, reward systems, technical communications, career development, effective teams, technical leadership and managing change in a technology based organization. Special

emphasis is placed on practical issues for technical professionals in today's business environment. Prerequisite: 22:620:540 or 22:620:585

22:620:617 Negotiations (3)

This course provides an introduction to the principles, practice, and processes of negotiations as a management skill with bosses, subordinates, peers, clients, and customers. Included in the course are discussion of the preparation and planning for negotiation, the strategy and tactics of negotiation, issues regarding both distributive and integrative bargaining, and ethics in negotiation. Prerequisite: 22:620:540 or 22:620:585

22:620:618 Entrepreneurship and the Small Business Environment (3)

Introduces the business creation process with an emphasis on understanding the comprehensive set of decisions necessary to start a business. Topics include deciding upon the product or service itself, determination of necessary resources, production functions, distribution systems, obtaining capital, finding and organizing personnel, and establishing an organizational culture. Prerequisite: 22:620:540 or 22:620:585

22:620:620 Internet-Based Entrepreneurship (3)

Entrepreneurs are using the Internet in many innovative and powerful ways, dramatically changing the design of new ventures and the processes used to launch them successfully. Micro-enterprises can now compete for local and global market niches in ways they never could before. As Internet speed, technologies, and partnerships advance, they are becoming important components of more and more new ventures. This course examines ways entrepreneurs are exploiting the Internet to identify new business opportunities, compete in new ways, launch and rapidly grow new kinds of enterprises, and transform economic and social resources. Prerequisites: 22:620:540 or 22:620:585, and 22:620:618 or permission of instructor.

22:620:621 E-Commerce Strategy (3)

The growth of the Internet and the advances in the underlying computing and telecommunication technologies are causing discontinuous changes in the way business is conducted and driving a restructuring of the world economy, industries, and individual firms. Starting with an exploration of the basic notions of disruptive changes in technology and business models, we will use case studies and current developments to examine strategic alternatives and management, looking at internal as well as external factors. This course is not a technology course; we assume general familiarity with the application of the Internet and its elements, but not the technologies of their realization. Prerequisites: 22:620:540 or 22:620:585, and 22:620:611 or permission of instructor.

22:620:645 High Technology Independent Ventures (3)

Designed for students who intend to start a high-technology enterprise (entrepreneurs) or for those who are working in high-tech firms and who might become responsible for some new lines of business ("intrapreneurs"). Focuses on practice matters rather than academic theory. Each student picks his/her own enterprise project. Students' final objective is an enterprise plan which identifies the management team, the product and its market, the means of production, distribution, support, and financing for their projects. Prerequisite: 22:620:540 or 22:620:585

22:620:648 Cross Cultural Management (3)

Previously, cross-cultural competencies were required of only the few executives in the international divisions of firms. Today, with increasing business globalization, employees of all levels often work and interact with people from different nations and cultures either on internation-

al assignments or in cross-cultural teams. Through experiential learning, cases analysis, and individual and group projects, this course seeks to provide students with an understanding of the process of cross-cultural management and the challenges that they face while working in multi-cultural environments. Core competencies that students could learn from the course include self-awareness, managing ambiguity and uncertainty, managing intergroup conflict, cross-cultural communication, and international career development. Prerequisite: 22:620:540 or 22:620:585

22:620:657 White-Collar Crime (3)

A joint offering with the graduate program at the School of Criminal Justice (SCJ), this course will examine the issue of unethical and criminal activity by both corporations and their executives. Relying on a mix of lectures and case studies, the course will allow participants to focus the primary required assignments on the firm or industry of their choice – e.g., financial services, healthcare, information technologies, etc. Guest lecturers with expertise in the prosecution and defense of white-collar crime will be utilized in addition to one or more corporate attorneys who oversee corporate compliance programs. An optional field trip to a white-collar crime 'prison' is also being planned as part of this course. The course will help students better understand the thin line between ethical/legal and unethical/criminal activity that exists in many firms and how executives can more effectively control unethical/criminal activity within their organizations. Prerequisite: 22:620:540 or 22:620:585

PhD in Management Courses

- 26:620:555 Seminar in Organizational Behavior (3)
- 26:620:556 Seminar in Organization Theory (3)
- 26:620:557 Methods of Research in Organizations (3)
- 26:620:558 Seminar in Strategic Management (3)
- 26:620:671 Management of Innovation and Technology (3)
- 26:620:673 Seminar in Leadership and Group Processes (3)
- 26:620:677 Culture and Organizations (3)

MBA Concentrations Offered Through The Organization Management Department

The Organization Management Department offers individually tailored concentrations. With the assistance of a faculty advisor, students custom-make their own concentration to gain competencies that meet their personal and professional goals. Concentrations that students have selected in the past include Entrepreneurship, Human Resources Management, Management of Innovation and Technology, and Strategic Management.

A concentration in management requires taking four elective courses (12 credit hours) from those offered by the Department of Organization Management. However, depending on your area of interest in management, you may be allowed to take courses from the other departments at the Graduate School of Management or Rutgers University toward your management concentration.

The competencies gained from management courses are useful to all managers. Thus, with the assistance of a faculty advisor, MBA students who concentrate in the other GSM departments can select courses to enhance their career in their areas of specialty, whether finance, marketing, information systems, or e-commerce.

FACULTY ADVISERS:

There are four advisers: one each for the full-time MBA programs in Newark and New Brunswick and one each for the part-time programs in Newark and New Brunswick. The department secretaries have current contact information for each of these advisers. In Newark, please call 973.353.1650, and in New Brunswick, please call 732.445.3560.

INTERDISCIPLINARY CONCENTRATIONS

Several MBA concentrations are offered through the cooperation of multiple Rutgers Business academic departments. Requirements for these concentrations are listed below.

Electronic Commerce

Take one of the following - do not take both*

- 22:010:622 Internet Technology for Business
- 22:198:610 Introduction to Electronic Commerce

Take three of the following:

- 22:198:611 Security for Electronic Commerce
- 22:630:615 Electronic Marketing
- 22:630:616 E-tailing
- 22:373:650 Information Technology, Globalization and Governance
- 22:010:623 Enterprise Resource Planning
- 22:620:620 Internet-based Entrepreneurship
- 22:620:621 E-Commerce Strategy

**Students who have taken both 22:010:622 and 22:198:610 prior to revision will be grandfathered under old rule.*

Pharmaceutical Management

The Pharmaceutical Industry (9 Credits)

- 22:373:622 The Health Care Industry and the Role of Pharmaceutical Companies
- 22:223:607 R & D, Product Development, and the Product Life Cycle Management
- 22:373:621 Legal, Regulatory, And Ethical Issues In The Pharmaceutical Industry

Pharmaceutical Marketing (9 Credits)

- 22:630:619 Managing The Pharmaceutical Sales Organization
- 22:630:617 Pharmaceutical Marketing Research
- 22:630:618 Pharmaceutical Product Management

Elective Courses in Management (6 or more Credits)

- 22:620:601 Management of Technology
- 22:620:604 Strategic Management of Human Resources
- New Course Organization Design and Change
- New Course Alliances for Competitive Advantage: Managing Cooperative Strategies in a Competitive World
- 22:620:603 Executive Leadership
- 22:620:617 Negotiations

Supply Chain Management

Required

- 22:711:607 Introduction to Supply Chain Management

At least two of the following must be selected

- 22:711:608 Procurement Management & Global Sourcing
- 22:711:609 Service Management
- 22:711:610 Total Logistics Management
- 22:010:623 Enterprise Resource Planning
- 22:010:624 Strategic Cost Management
- 22:010:622 Internet Technology and E-Business
- 22:620:611 Business Policy and Strategy
- 22:620:606 Managing Strategic Transformations
- 22:373:612 International Business Policy

At most one of the following can be selected

- 22:198:610 E-Commerce
- 22: 711:605 Intro. to Total Quality Management & Control
- 22:620:617 Negotiation
- 22:630:615 Electronic Marketing
- 22:630:621 Service Marketing

TUITION AND FEES

Effective Fall 2000 through Summer 2001

NOTE Rutgers reserves the right to alter the schedule of tuition, fees and other charges at any time before the first day of class.

TUITION

\$408.25/credit for New Jersey resident
\$610.10/credit for out of state resident

FEES PER TERM

Student Fee

\$89 for part-time student
\$275 for full-time student

Computer Fee

\$20-41 (depending on total number of credits per term)
for part-time student
\$275 for full-time student

Career Services Fee (Resource fee)

\$58 for part-time student
\$115 for full-time student

REGISTRATION AND GRADING

The Registration Process

CONTINUING STUDENTS

Information for use of the Touch Tone Registration System (TTRS) will be sent to students approximately two months before the start of each trimester.

NEW STUDENTS

New student registration will take place in person at orientation. Information about orientation will be mailed to new students by GSM's Office of Admissions.

TRIMESTER BILL

New and continuing students should receive preprinted trimester bills from the Bursar's Office. If it is not received, students are responsible for obtaining it. Late registrants for any trimester must obtain the trimester bill from the Office of Student Services at the time of their registration. On time payment of trimester bills will avoid the cancellation of registration and the assessment of a late payment fee.

CHANGE OF REGISTRATION

The Touch Tone Registration System (TTRS) will be used for change of registration (drop/add). Refer to instructions sent prior to the start of the trimester. Drop/add forms will be used only for corrections of errors to original registration.

TIME RESTRICTIONS ON CHANGE OF REGISTRATION

1. First 5 business days: Students may drop or add courses without penalty (no fees, no grades, full refund) provided they are still registered for at least one course. This applies to all courses regardless of their starting dates. Students must contact the Cashier's Office in Newark, (973) 353-5265, directly to request a refund for a course drop.
2. Second 5 business days: Students may drop but may not add.
3. Weeks 3-5: There will be no refund. Students may drop courses only. There will be a \$5.00 fee for each transaction and a W grade will be issued.
4. Weeks 6-12: Dropping of individual courses is not permitted during this period. Students may withdraw completely from the trimester and will receive a W

grade. Withdrawal forms are available at the Office of Student Services.

5. Students may not withdraw during the final examination period.

WITHDRAWALS

The student who voluntarily withdraws from ALL courses prior to the first day of classes receives a full tuition refund. If a student voluntarily withdraws from ALL courses during the first six weeks of a trimester, he or she will receive a partial refund of tuition (and charges for room and board if applicable) based on the following table:

Week of Withdrawal	%
First	80
Second	80
Third	60
Fourth	60
Fifth	40
Sixth	40

No refund is granted after the sixth week.

The effective date of withdrawal is the date that a written statement of withdrawal is received by the Graduate School of Management Office of Student Services. No part of the student fee is refundable. No refunds will be granted after the tenth business day of any trimester to students who withdraw from one or more, but not all, courses. No adjustment from full-time to part-time status will be made after the tenth business day of the trimester. If withdrawal from one or more courses amounts to complete withdrawal from the program, the provisions of the preceding paragraph will apply. A student whose registration is canceled by the Registrar receives a full refund of tuition and fees and prorated charges for room and board, if applicable. A student whose registration is terminated at any time during the refund period because of nonpayment of amounts owed the University receives a revised bill based on a refund calculated as if it were a voluntary withdrawal. Failure to attend class is not equivalent to withdrawal, and a student will not receive an adjustment of charges unless a formal withdrawal is filed with and approved by the Registrar, regardless of whether the student actually attended classes or took examinations. Contact the Office of Student Services for withdrawal forms and for information about the policies outlined here.

Reminder: There is a difference between a WITHDRAWAL and a DROP (drop/add). Withdrawal means the student has decided to take no courses during a particular trimester. Drop means that the student has decided to reduce his or her course load during that trimester, but is still enrolled in at least one course. See the Academic Regulations section of this Guide for the policy on drop/add. See also General Refund Policy in the Financial Information section of this Guide.

Maximum Credit Hour Restrictions Part-time students may register for up to 9 credit hours per trimester. Part-time students are encouraged to register for at least 6 credits per trimester. Full-time students may register for 12 to 18 credit hours per trimester. Maximum credit hour restrictions include E level courses (non-credit courses).

CROSS- AND EXCHANGE-REGISTRATION PROCEDURES

Students may take courses at other Rutgers graduate schools and programs (cross-registration), as well as at New Jersey Institute of Technology or the University of Medicine and Dentistry of New Jersey (exchange-registration). With the prior permission of the appropriate department chair, these credits will be counted toward MBA degree requirements. Check with the Office of Student Services for information about appropriate procedures.

NON-MATRICULATED STUDIES

Courses are offered to qualified non-matriculated students on a space-permitting basis at off-campus locations in Plainsboro and Morristown. For further information please call Special MBA Programs, 973.353.1697.

Alumni of GSM may enroll on campus on a non-matriculated basis. Students in good standing at other AACSB institutions may be granted permission to enroll in GSM courses in order to meet, in part, the MBA degree requirement at their institutions.

TRANSFER CREDITS

Up to 12 credits may be granted toward the MBA degree for graduate courses taken at another AACSB-accredited institution before or after starting classes at GSM. Credit will not be given for any course work taken more than eight years before the anticipated date for completion of the MBA degree; nor will credit be given for courses for which the student received less than a "B" grade.

All requests for transfer credit should be made before completion of the GSM core curriculum requirements.

To apply for transfer credit, the student must submit the entire course description book (not copies) from the previous school; an official transcript of courses taken; and the completed Transfer Credit Request form available from the Office of Student Services indicating the GSM courses for which credit is being requested. Transfer credit requests are made through the Office of Student Services. Students who have completed all core course requirements may take up to 12 credits of elective-level courses at another AACSB-accredited MBA program and apply the courses toward their GSM degree. All such requests must be approved by department chairs through the Office of Student Services. Students should outline their planned course of study and send their request along with the entire course catalog from the other school. Special note should be taken to assure equivalent credit hour load for each course taken elsewhere; for example, a 3-credit-hour course taken at an institution operating on the quarter system will be equal to 1.5 credits at GSM.

ADVANCED STANDING

PhD holders currently enrolled in the MBA program will be awarded 12 credits of elective coursework toward the MBA degree. To receive the 12 credits of advanced standing and have your transcript officially noted, contact Student Services.

The Grading System

Grade	Definition	Grade Point
A	Distinguished	4.00
A-		3.67
B+		3.33
B	Good	3.00
B-		2.67
C+		2.33
C	Fair	2.00
C-		1.67
D		Poor
F	Failed	0.00

MBA DEGREE REQUIREMENTS

The general MBA degree program requires a minimum of 60 credits. The Professional Accounting MBA program requires 63 credits. Students who receive permission to waive the Interfunctional Consulting Program requirement will be required to complete 61 credits. Completion of the prescribed program of courses is a necessary, but not sufficient, condition for the award of a degree. Consult the degree/program description section of this guide for specific course requirements. All MBA candidates must complete the program with a grade average of 2.500 or better. Students who do not complete the program with a grade average of 2.500 or better may petition to enroll in additional courses to raise their average to 2.500. The courses that a student may take to attempt to raise their average must be at the 600- level and must be pre-approved (submit request to the Office of Student Services). In no case will a student be permitted to attempt more than 75 credit hours of approved courses toward their degree.

TIME LIMITS

A time limit of eight calendar years from the date of first enrollment is permitted for achieving the MBA degree. Any course (including transfer credit or qualifying examinations) taken more than eight years before the date of graduation will not be counted toward the degree. Students will be required to retake such courses.

INCOMPLETE COURSE WORK

If, for legitimate reasons, a student is unable to complete all the required course work or examinations, a faculty member may choose to submit a grade of Incomplete (INC). If the course work is not completed, the INC will automatically be changed to an F on February 1 for a summer trimester INC; June 1 for a fall trimester INC; and September 1 for a spring trimester INC. Justified reasons for the submission of the grade of INC might include the following:

- illness requiring medical attention
- personal emergency obligations claimed by the student and recognized as valid, recognized religious holiday(s)
- severe inclement weather causing dangerous travel conditions

Students who incur more than two INC grades in the same trimester may be contacted by the Scholastic Standing Committee. The Committee reserves the right to place on probation any student who consistently fails to complete course work on time, in which case that student will be permitted no future INC grades.

SCHOLASTIC STANDING

Students must maintain an academic average of no less than 2.500. The student's average is computed on the basis of all courses taken for credit. Each grade received in a course which has been failed and then repeated will be included in the calculation. Grades received in courses not given at a graduate department of Rutgers, New Jersey Institute of Technology, or the University of Medicine and Dentistry of New Jersey will not be included in that computation.

Grades are rounded to the third decimal place; a 2.499 is not equivalent to a 2.500. The Assistant Dean of Student Services on behalf of the Scholastic Standing Committee reviews each student's academic record at the end of each trimester. However, the Committee may at any time review any student's record and take appropriate action including placing the student on probation or dismissing him or her from the program. Appeals of these actions may be submitted in writing, addressed to the Chair, Scholastic Standing Committee. Mail or drop off such appeals to the Office of Student Services in Newark. Students on academic probation may be required to follow a program of study prescribed by the Scholastic Standing Committee. The successful completion of such a program will be a condition of the student's continued enrollment at the Graduate School of Management.

GRADE DEFICIENCY

A student may repeat a failed credit or not-for-credit course only once. Both grades will be used in computing the grade point average. A second failure in that course will be grounds for the dismissal of the student from the program.

CREDIT HOUR PREFIX

An E preceding credit hours indicates no credit toward the degree specified and that the grade received will not be computed in the student's average. A grade of N indicates that a course was taken on a not-for-credit basis.

CONFLICT WITH FACULTY

Sometimes students feel they would like to appeal a faculty member's decision. Matters such as review of a specific grade given by a faculty member should first be discussed with the faculty member and then referred to the department chair. However, if unresolved, the University policy allows students to appeal to the following persons in the exact order listed:

Professor
Department Chair
Director, MBA Program
Associate Dean for Academic Programs
Dean
Provost, Newark Campus
University President

Each appeal to these individuals must be made in writing with a copy to the School for the student's file. Each person in turn will respond in writing with a copy for the student's file. If a student appeals to all of the above persons without gaining satisfaction, he or she may then engage independent legal counsel.

MBA CREDIT BY QUALIFYING EXAMINATION(S)

Students may apply to sit for a qualifying examination in core course subjects. There is a \$50 fee for each examination. Contact department chair for information.

IMMUNIZATIONS

By law, the University requires that all persons born after 1956 have immunization against certain diseases prior to enrollment. Every student should have received an immunization form; if not, be sure to bring with you proof (signed by a doctor) that you have received two doses against measles, mumps, and rubella. Exemptions can be made only for medical or religious reasons, upon written request. Call 732.932.8429 or 973.353.5231.

RESIDENCY REQUIREMENT

No more than 12 credits may be applied toward the degree via transfer and/or qualifying examination.

CLASS ATTENDANCE

The following regulations apply to attendance: Students are expected to attend all regularly scheduled classes. A student shall be permitted to make up required exercises and examinations missed as a result of justified absences when these are authenticated and presented in a timely manner. University regulations permit instructors to include attendance among the factors determining a course grade.

READMISSION TO THE PROGRAM

Students who do not register for three consecutive trimesters must request readmission by writing to the Office of Student Services. The school retains student files for a period of one year; thus, depending upon the length of time out of the program, the applicant for readmission may be required to resubmit all admissions credentials and pay the application fee. All persons requesting readmission must have on file a Graduate Management Admission Test score no older than five years prior to the date of readmission. It is the responsibility of each applicant to check with the Office of Student Services as to the exact credentials needed. All readmitted students must fulfill the current curriculum requirements. The application of a student with a cumulative average below 2.500 or a student who has attempted 69 credit hours or more will be referred to the Scholastic Standing Committee for review and possible action. Finally, readmission to the program will be based upon the availability of space for the specific trimester of reentry; thus, students are advised to make their applications well in advance. Readmitted students are also advised that any courses, examinations, advanced standing credits or waivers taken or given prior to eight years before the date of graduation will not be counted toward the degree. Students will be required to retake such courses.

DIPLOMA APPLICATION

Diplomas

Degrees are conferred by the University upon recommendation of the faculty. Diplomas are issued at the annual commencement in May. Candidates for degrees must complete a Graduate Diploma Application form and the Degree Completion form. Both forms can be obtained from the Office of Student Services or on the Student Services web site. The Diploma Application form must be received by the Newark Registrar, 249 University Avenue, Newark, NJ 07102 no later than:

- October 2 for the diploma dated October,
- January 2 for the diploma dated January,
- April 2 for the diploma dated May.

A new application will be required if the candidate is unable to complete the degree requirements by the end of the trimester specified in the diploma application.

The Degree Completion Form must be submitted to the GSM Student Services Offices at least three weeks before the student's final exam period.

AWARDS FOR GRADUATING STUDENTS

General

Beta Gamma Sigma

The Alpha of New Jersey Chapter of Beta Gamma Sigma restricts eligibility for election to membership in the society to the highest ten percent of the graduating class. The attainment of high original scholarship, outstanding service and good moral character are qualifications for election of those scholastically eligible.

Beta Gamma Sigma Alumni Bronze Medallion

Presented to the graduating student who has demonstrated outstanding character, scholastic achievement, participation in collegiate affairs and potential for civic, business or professional leadership.

Beta Gamma Sigma Key

Awarded to that initiate who has not only an excellent scholastic record, but who has also given outstanding service to the school.

The School of Business/Management Alumni Association Prize, Full-time MBA Program

Given each year to that member of the full-time program who has achieved the highest GPA.

The School of Business/Management Alumni Association Prize, Part-time MBA Program

Given each year to that member of the part-time program who has achieved the highest GPA.

Accounting

Robert Schlosser Award

The award was established in recognition of Professor Schlosser's leadership and dedication to the Rutgers MBA in Professional Accounting Program. Professor Schlosser was also the first holder of the Von Minden Chair in Accounting. The \$500 award is presented annually to the Professional Accounting graduate who has demonstrated outstanding service.

The Touche Ross, A.H. and H. S. Puder Memorial Fund Academic Award

The award derives from the income of an endowment fund established in memory of A.H. and H.S. Puder by their associates. The award recognizes two graduates with highest academic achievement in the Professional Accounting Program.

Arts

Prudential Arts Management Scholar

Awarded to a graduating student to recognize outstanding achievement both academically and as an arts manager.

Community Service

Theodore Patton Harris Scholarship

Alexander and Hannah Harris created this scholarship in memory of their son. The award, for outstanding academic achievement and contribution to the School, is made every other year to a student selected by the Dean of the School.

Entrepreneurship

Edmund L. Houston Foundation/Alfreda P. Robinson Award

For the African-American MBA graduate who demonstrates great achievement as well as evidence of entrepreneurial skill.

Finance

Merrill Lynch Award

Recognizing the graduating student who has demonstrated excellence in investment management studies and a capacity for professional accomplishment in this field.

Morris Schoenwald Memorial Award in Financial Management

Given in memory of the father of Professor Arthur A. Schoenwald, to the MBA candidate who has best demonstrated the capacity for professional work and future development in the field of financial management.

Marketing

American Marketing Association Award (New Jersey Chapter)

For the student doing the most outstanding work in the field of marketing.

Sales Executives Club of NJ Foundation Award II

Given to the student who has demonstrated excellence in the study of sales management and marketing.

PAYMENT OF TERM BILLS

Residency Status

Payment of in-state tuition rates is determined by the Office of Admissions at the time of admission, thereafter by the Registrar. Students seeking New Jersey as their official domicile must file a Residency Analysis Form no later than the last week of the trimester for which the change of residency for in-state tuition payment is sought. If you file the form after that deadline, you forfeit the right to residency status for the trimester. Residency Analysis Forms are available at the Graduate School of Management Office of Admissions in Newark.

New Students

The Office of Admissions provides cost information prior to orientation. Direct specific problems or deferred payment requests to the Business Office 973.353.5423. If your company is to be billed directly, you should submit payment authorization with your trimester bill.

Continuing Students

Trimester bills and instructions are mailed to students prior to each trimester. Students who do not receive a trimester bill by July 30 for the fall trimester, December 5 for the spring trimester, or April 15 for the summer trimester should call the Cashier's Office, 973.353.5265. Payment may be made in person or by mail. Do not send cash. Make checks or money orders payable to "Rutgers, The State University." Credit cards are accepted.

Partial Payment Plan

This plan is available if the net balance due the University is \$200 or more and the student is enrolled in at least 6 credit hours per trimester.

Activation of Registration

Registration is activated through proper payment or through appropriate claim of financial aid. Registration will not be activated if there are holds on a student's records because of failure to meet outstanding obligations.

Non-Payment Penalties

Trimester bills must be paid by the date indicated on the Cashier's instruction sheet or on the trimester bill. It is the student's responsibility to acquire, complete, and return the trimester bill on time. Rutgers cannot and does not assume responsibility if the student fails to receive one. If trimester bills are lost or damaged, a duplicate can be obtained from the Cashier's Office in Newark, and blank trimester bills can be obtained from the Offices of Student Services in Newark or New Brunswick. Failure to submit a completed trimester bill on time, regardless of the amount due, results in the assessment of late fees and may result in the cancellation of registration.

Late Registration

A \$50 fee is assessed for late submission of registration materials.

Termination of Registration

Rutgers may terminate the registration of any student with an outstanding financial obligation to the University. The student shall be notified before this right is exercised. A student's registration may be canceled prior to the beginning of a trimester if he or she has any single or combination of financial obligations that total \$100 or more. Any student whose registration has been terminated for nonpayment must still satisfy the financial obligation even if termination has occurred. It is University policy to forward delinquent student accounts to the University's attorneys for legal action. Collection costs and attorneys fees may be assessed against the student. In addition, no student or former student may obtain a transcript or diploma if there are outstanding financial obligations. Holds will be removed upon satisfaction of the obligation.

General Refund Policy

To cancel registration and obtain a full refund, the student must notify the GSM Office of Student Services prior to the first day of trimester. Cancellation notice received on or after the first day of school will be treated for billing purposes as a withdrawal, and a refund will be made based on general refund policy.

FINANCIAL AID

Types of Financial Aid Available

Graduate aid is available from varying sources - federal, state, university and the Rutgers Graduate School of Management. Some awards are need-based, while others are awarded on the basis of merit. Unless otherwise noted in the description, applicants for financial aid must be citizens or permanent residents of the United States. The following summary outlines the major sources of student financial assistance, the eligibility criteria for applicants, and procedures for applying.

Students applying for merit or need-based financial aid should submit a completed Free Application for Federal Student Aid (FAFSA) as soon as possible after January 1 but no later than March 15 to ensure full consideration for all available aid programs.

Federal and State Financial Aid Programs

The guidelines noted were in effect when this book was printed. The following programs are applicable for new GSM students enrolled for the first time beginning in fall 1998. Rutgers University will participate in a federal pilot program offering direct loans to students.

THE WILLIAM D. FORD DIRECT STUDENT LOAN

Direct Loans allow students to borrow money from the federal government to pay for education, eliminating the need to fill out separate loan applications with an outside lender, such as a bank. An origination fee of four percent is deducted from the loan proceeds.

Money borrowed is credited directly to your account. Students who attend graduate school full-time (at least 12 credits per semester) or part-time (at least 6 credits per semester) may be eligible to borrow under this program. For programs of study beginning after Fall 1994, graduate students may borrow up to \$18,500 per academic year. Applicants should note that only \$8,500 of the \$18,500 academic year amount may be subsidized by the federal government.

There are two kinds of Ford Direct Loans:

1. The William D. Ford Direct Student Subsidized Loan

These low interest rate loans are based on financial need, as calculated from the information provided on the FAFSA. The federal government pays the interest while students are enrolled in school at least half time. Students should contact the Newark Financial Aid Office for the current rates and other charges.

2. The William D. Ford Direct Student Unsubsidized Loan

These low interest rate loans are not based on need. The student pays all interest charges, calculated from the time the funds are borrowed. Students should contact the Newark Financial Aid Office for the current rates and other charges.

THE FEDERAL PERKINS LOAN

This is a low-interest loan (5%) designed to help meet the cost of education. Graduate students may be eligible to borrow up to \$5,000 each year for a maximum of \$30,000 for both undergraduate and graduate education. The educational institution may set the yearly maximum loan amount. Repayment does not begin until nine months after graduation.

To apply for these loans, new full-time GSM students should submit the FAFSA. No other loan applications are required.

The financial aid office will determine your eligibility for all financial aid programs, including the William D. Ford Student subsidized and unsubsidized loans and the Perkins loan programs.

Students with no financial need may be awarded an unsubsidized Federal Stafford Loan. Most terms of this loan are similar to the subsidized loan; however, under the non need-based program, students are responsible for the interest during school and deferment periods.

Special New Jersey Student Aid Programs

NEW JERSEY CLASS LOAN

Under this program, students who have been New Jersey residents for at least six months may borrow up to \$5,000 per academic year for a cumulative total of \$25,000. Students must be enrolled at least half-time and be making satisfactory academic progress toward the degree. Students must file and apply for a Stafford Loan if eligible, before applying for NJCLASS funds. Interest rates vary from 8.95% to 9.25% per annum and begin to accrue on the date the loan is disbursed. There are some deferral provisions. Currently, the applicant's adjusted gross family income may be no greater than \$85,000. For application and other information call 800-35-NJLOAN.

NEW JERSEY EDUCATIONAL OPPORTUNITY FUND PROGRAM

Full-time residents of the state who can demonstrate a background of historical financial deprivation may be eligible for grants from \$200 to \$2650. The awards are renewable, subject to the length of the graduate program and continued financial need. Applicants must submit a FAFSA and a Rutgers Financial Aid Questionnaire (FAQ).

Special Loan Programs for MBA Students

MBA LOAN

This is a comprehensive student loan program designed to meet the needs of business school students. Through this program students can obtain federally subsidized loans (Stafford and Supplement loans for Students) and the private Tuition Loan Program (TLP). Students who are enrolled in MBA programs accredited by the American Assembly of Collegiate Schools of Business at least half time; who are citizens or permanent residents of the United States; who are in good standing with all previous student loan programs; and who are credit worthy, may borrow up to the annual cost of tuition or \$30,000 per year to a maximum of \$70,000. This loan is at the 91 day U.S. Treasury Bill (bond equivalent rate), plus 3.50%. Students pay the interest while in school; however, interest may be deferred until six months after graduation or until the student drops below half-time status. Students may take a maximum of 12 years to repay the loan. For full details, students may call the GSM Office of Admissions to request a loan application.

VETERANS PROGRAMS

Various programs are available to veterans and their dependents. Applicants should contact their local Veterans Administration office to determine their eligibility.

University and Graduate School of Management Financial Aid

PROFESSIONAL ACCOUNTING LOAN PROGRAM

A 7% interest rate loan is available to students enrolled in the program in professional accounting. The awards may not exceed the cost of tuition. Application for this program should be made as a loan of last resort only. Interested students must complete the GSM Application for Aid in addition to the FAFSA.

THE KENNETH D. TAGGART EMERGENCY LOAN FUND

The family of Kenneth D. Taggart established this loan program in his memory to affirm Mr. Taggart's interest in graduate students and their education. The emergency tuition loan is available to full-time students who demonstrate a need for the funds. The interest-free short trimester loans may not exceed the cost of the tuition and must be repaid within six months of the award. Application for this program should be made as a loan of last resort only. Interested students must complete the GSM application for financial aid and arrange for a personal interview with the Dean of Admissions.

NEW JERSEY STATE GRANTS

Need-based awards in varying amounts are granted on the basis of computed financial need.

FEDERAL COLLEGE WORK STUDY PROGRAM (CWSP)

This is a need-based federally-sponsored program. Students are assigned to positions in various departments of the school and are paid on an hourly basis. Regardless of campus attendance all GSM work-study students are assigned to GSM faculty or departments.

Students awarded CWSP should call the Office of Admission at 973.353.1234.

GSM SCHOLARSHIP, FELLOWSHIP AWARDS AND ASSISTANTSHIP AWARDS

A listing of individual GSM awards can be found in the GSM admissions and application booklet.

RUTGERS UNIVERSITY EMERGENCY LOANS

An Emergency (or University) Loan is short-term assistance offered by the university for a serious and immediate problem. Any student registered at Rutgers is eligible for an Emergency Loan. These loans are not based on financial need and can be obtained during any term except summer. Repayment is expected during the term the loan is secured. Failure to make repayment may jeopardize registration and access to transcripts. Loan applications are usually verified and returned to the applying student within 72 hours. The one-page application form is available at the Newark Financial Aid Office, 249 University Avenue, Newark, New Jersey 07102 973.353.5154.

How to Apply for Financial Aid

FEDERAL AND STATE NEED-BASED AID

All applicants for aid, regardless of campus attendance, will be processed through the Newark Financial Aid Office. Need-based awards may be a package of various types of need-based funds, grants, loans or work. To be considered for University need-based aid, applicants should submit the following:

THE FREE APPLICATION FOR FEDERAL STUDENT AID (FAFSA)

Required of all applicants (must be U.S. citizen or permanent resident) for federally sponsored student aid programs, loans or grants. Students should complete the FAFSA, authorizing release to Rutgers-Newark, 249 University Ave., Newark, NJ 07102, (institutional code number 00263 1). Mail the completed and signed FAFSA to: Federal Student Aid Programs, P.O. Box 4016, Iowa City, IA 52243-4016.

For federal financial aid purposes, all graduate students, unless claimed on taxes by their parents, are considered independent.

The FAFSA was designed for undergraduate dependent students, thus the form is concerned with base year income and asset information (I 995). The FAFSA form does not allow for describing any special circumstances or for a change in income for the coming year. If you plan to attend the Graduate School of Management full time and will be unemployed during the academic year, you should, on a separate sheet of paper and following the outline of the FAFSA, note your income and other information for the projected period of enrollment, fall through spring. Applicants should keep a photocopy of the FAFSA and all other forms and/or documents submitted in support of, or requesting, financial aid funds.

After January 1, you may download a copy of FAFSA Express from the Rutgers University Financial Aid Home Page on the Internet: http://www.rutgers.edu/services/financial_aid

The paper or electronic form is then mailed to the federal processor. There is no charge to submit these forms. Applicants are encouraged to complete the FAFSA application as early in the calendar year as possible.

THE RUTGERS UNIVERSITY INSTITUTIONAL FINANCIAL AID APPLICATION

If you plan to attend GSM full-time and will be unemployed during the academic year, you should note your income for the projected period of enrollment from fall through spring.

A transcript of financial aid from all the post secondary schools attended should be sent to the Newark Financial Aid Office.

Once you have received the Student Aid Report (SAR) from the processing agency, you must also send it to the Newark Financial Aid Office at the address noted above. Be sure that Rutgers is listed to receive your application in section "H" of the SAR. The Newark Financial Aid Office is responsible for the processing of federal loan applications, Federal College Work Study Programs and New Jersey State grant programs. Mr. Luis Gonzales, Assistant Manager and his assistant Mrs. Marjorie Hendericks, are responsible for processing GSM federal and state aid applications. They can be reached at 973.353.5154. To schedule an appointment with Mr. Gonzales for a financial aid interview, please call the GSM Admissions Office at 973.353.5651.

The Graduate School of Management Office of Admissions is responsible for the awarding of GSM merit fellowships, merit and need-based scholarships and grant funds. These awards are coordinated with the Newark Financial Aid Office to assure compliance with federal and state program regulations. The Dean of Admissions and Ms. Janice Morrell act as liaisons to the Newark Financial Aid Office and will assist you whenever possible. For the convenience of New Brunswick students, the Dean of Admissions is available periodically at the Janice Levin Management Building; see posted schedule or check with New Brunswick Student Services personnel.

If you have a question about merit-based awards or the receipt or crediting of a fellowship/award to your term bill, please call the GSM Admissions Office.

Merit Fellowship and Need Based Scholarship Grant Applicants for funds under these categories must complete an application for admission to the Rutgers Graduate School of Management. If, in the opinion of the school, two merit applicants are of equal merit, the award will be granted to the student demonstrating computed financial need. The decision of the school will be considered final.

UNIVERSITY FINANCIAL AID APPEAL PROCEDURE

Students may appeal the award and/or evaluation of their ability to meet the cost of education by following the steps listed below. Please keep Janice L. Morrell informed of your appeal progress. (Imorrell@andromeda.rutgers.edu)

Step 1: Students must submit a written appeal to the Newark Director of Financial Aid. The Director will review the appeal and respond within 5 working days.

Step 2: Students who are not satisfied with the resolution of the appeal may write to the University Director of Client Services, Office of Financial Aid, Records Hall, Room 140, New Brunswick, New Jersey 08903. The Director will review this "second step" appeal and respond within 7 working days.

Step 3: Students who believe additional consideration is warranted should write to the University Director of Financial Aid, Records Hall, Room 140, New Brunswick, New Jersey 08903, identifying the letter as a "third step appeal." The University Director will respond within 7 working days.

Step 4: The final recourse is to write to the Associate Vice President for Student Services, Rutgers University, Old Queens Building, New Brunswick, New Jersey 08903, but only after following the steps outlined above, with three letters having been written. When presenting written appeals, students are reminded to be very specific in detailing their concerns.

CONDUCT AND DISCIPLINE

Colleges and universities have traditionally relied on very general and usually unwritten codes of student conduct to facilitate the educational process. With the passage of time, the ambiguities in interpreting such codes have posed increasing difficulties for students, faculty, and administrators. Many colleges and universities, therefore, have begun to specify in writing the distinctions between acceptable and unacceptable conduct.

In December 1994, faculty members of Rutgers Faculty of Management approved new rules and regulations governing student conduct at this school, and specifying the procedures to be followed and rights to be observed in adjudicating alleged infractions of this code. The school acknowledges the authority of the University in cases that might result in separation of the student from the school.

The fundamental purpose of an academic community is to provide an environment in which learning, teaching, and research can take place. Intrinsic to this purpose is the maintenance of academic freedom for every member of the community with full opportunity to question, meet, discuss, and reason together, and to dissent. As adults who have voluntarily joined Rutgers Graduate School of Management and the Rutgers community, each student is expected to participate in the life of the community in a responsible manner, respecting the rights and freedoms of all other members of the community, striving for a high degree of professional competence, while maintaining high standards of intellectual and academic honesty, of professional ethics, and of behavior.

An academic community, where people assemble to inquire, to learn, and to conduct research must be protected for those purposes. The University and GSM are therefore obliged to maintain and protect both the intellectual integrity and physical security of their members.

GSM is, moreover, not only an academic institution, it is an institution for the development of professional competence. The MBA degree attests that GSM graduates have attained a high degree of professional competence, character, ethics, and behavior. If the Rutgers GSM diploma is to have credibility in business and government circles, that diploma must accurately reflect the student's own abilities. It is, therefore, of the greatest concern to every segment of the GSM community that academic dishonesty not undercut the professional value of the degree. It follows that any breach of honesty is a matter of serious concern to all, as is a disregard for the dignity of the individuals and the ordered liberty of the community.

For these purposes, the rules and regulations are adopted by GSM and/or the University. Students are expected to comply with these and other lawful directives issued by

the University officials as well as with local, state, and federal laws and regulations.

College Code of Student Conduct
Student Conduct and Discipline

A. Jurisdiction

1. This code only applies to complaints instituted against students enrolled in the Rutgers Graduate School of Management. It does not apply to grade appeals or complaints instituted against faculty or staff. Grade appeals and complaints instituted against faculty and staff are handled through other college procedures.
2. This code does not apply to the Separable Offenses listed under part 11 of the University Code of Student Conduct. Separable offenses are to be resolved at the University level. This code does apply to the Non-separable Offenses outlined under part 11, items (q) through (u) of the University Code of Student Conduct. In addition to the non-separable offenses included in the University Code of Student Conduct, the following offenses are also to be considered under the procedure outlined in the Code.
 - a. abuse of confidential information.
 - b. failure to respond to repeated official College Communications.
 - c. failure to identify oneself to an identified official of the College community. An official of the College community shall include: faculty, staff, campus police and student marshalls.
 - d. organized gambling on College property or at College functions.

B. Institution of Complaint

1. Any member of the College community who believes that his or her rights under the College Code have been violated should make written notice of the offense to the Program Director*. The College, through the Program Director, will provide procedures, (as outlined below), in which complaints may be addressed and resolved without taking a prosecutorial role.

*Program Director refers to the director of the Professional Accounting, Executive MBA or regular MBA programs.

2. Should the College itself be the aggrieved party, the College Code would allow the Program Director or other member of the College administration or faculty to act as the complainant. The Program Director

may also act as the complainant where the alleged victim is not a member of the College community or is unwilling to serve as the complainant and the Program Director believes that charges should be brought in the interest of the College community.

3. Should the complaint be against a student, the procedure as outlined in this College Code will be followed. The Program Director will determine within five school days whether there is reason to believe that the College Code or individual rights have been violated.

C. Review Procedure: The Preliminary Review

1. Within fifteen school days of the initiation of the complaint, there shall be a preliminary review by the Program Director of all information and evidence which may result in a charge being brought against the alleged offender.
2. The Program Director shall make an attempt to dispose of the matter informally by meeting with the alleged offender. There shall be a written record maintained of all matters, even if disposed of informally.

D. Determination

1. Within five school days of the completion of the preliminary review, the Program Director shall make one of the following determinations:
 - a. there is no adequate cause of evidence to proceed with a formal hearing.
 - b. if the accused student elects not to contest the charges, appropriate sanctions will be determined by the Program Director.
 - c. the accused student requests a Disciplinary Conference and it is approved by the Program Director (see Section E below).
 - d. charges fall within jurisdiction of Section A of the College Code and warrant the possibility of separation as a sanction. The case will be heard at the University level following the procedures outlined in the University Code of Student Conduct.
 - e. charges fall within jurisdiction of Section A of the College Code but do not warrant the possibility of separation as a sanction. The case will be heard at the College level following the procedures outlined in this College Code.
2. Within five school days of completion of the Preliminary Review, the Program Director shall send a written Notice of Determination to the student charged, the Vice President for Student Affairs (VPSA), the Associate Provost for Student Affairs, the Chairperson of the Scholastic Standing Committee, and the complainant.

E. Disciplinary Conferences

1. The request for a Disciplinary Conference must be approved by the Program Director who has been assigned the responsibility of the preliminary review.
2. An accused student is allowed to waive his/her right to a Hearing before a Hearing Board and to have the case resolved in a Disciplinary Conference.
3. The Disciplinary Conference is an informal, non-adversarial meeting between the complainant, the accused student and the Program Director or the Dean's designee. The procedures to be followed are

those outlined in parts 56 through 58 of the University Code of Student Conduct.

F. College Level Hearings

1. Adviser
 - a. Each person charged has the right to an adviser of his or her choice to aid in the preparation and defense of his or her case.
 - b. Campus Advisers can be selected from the standing corps of Campus Advisers. Campus Advisers may be faculty, administrators or students and will be selected and trained by the Office of the VPSA to ensure their competence in representing the interest of the accused or the complainant in Hearings or Disciplinary Conferences.
2. The Hearing Board

The Hearing Board will consist of three students and two faculty or administrators.
3. Attendance
 - a. College Hearings shall ordinarily be closed to the public. The respondent and the complainant may each petition the Program Director to admit one additional support person. Any support person admitted to a College Hearing shall not be allowed to participate in the Hearing in any way. In rare instances, the Program Director may admit more than one support person for either party. If the victim of an alleged act of misconduct is not the complainant, the Program Director may also allow the victim to attend. An open hearing will be held if requested by the respondent unless the victim or complainant objects. In such cases, the VPSA will be responsible for determining whether the Hearing is open or closed.
 - b. An open College Hearing shall be open only to the person(s) charged, the Campus Advisor, the Program Director, members of the Hearing Board, no more than five observers chosen from the faculty by the Program Director, no more than five observers from the student body chosen by the President of the Student Government Association and no more than five representatives of the student public press.
4. Procedure
 - a. The College Level Hearing procedures are investigatory rather than prosecutorial in nature. The Hearing Board and the Hearing Officer play both investigative and adjudicative roles.
 - b. Hearing Board members will be assigned to cases by the Program Director. All Hearing Board members will be selected from a pool of individuals trained to function as an investigatory panel rather than a trial jury.
 - c. The Chairperson of the Scholastic Standing Committee will function as the Hearing Officer at all College Level Hearings. The Hearing Officer will take part in the deliberations but will not vote. The Hearing Officer shall:
 - I. conduct the hearing in a fair and orderly fashion.
 - II. summon additional witnesses as deemed necessary to reach a decision by members of the Hearing Board.
 - III. make all necessary rulings on evidence.
 - d. The Hearing Board and the Hearing Officer shall make a fair and impartial inquiry into the specific charges made by the complainant by:
 - I. questioning all witnesses

- II. questioning the complainant
- III. questioning the accused, unless the accused chooses to exercise his/her privilege against self-incrimination. The Hearing Officer must advise the accused student of his/her right to remain silent.
- e. The complainant and the accused student or their Campus Advisers may summon additional witnesses and question all witnesses testifying at the Hearing.
- f. The Program Director shall give the accused student notice of the Hearing and the specific charges at least 15 school days before the scheduled Hearing. The notice will include:
 - I. a statement of the specific charges.
 - II. the names of the Hearing Officer and the members of the Hearing Board.
 - III. the time and place of the Hearing.
 - IV. a list of names and addresses of Campus Advisers.
 - V. a copy of this document.
 - VI. a list of the names of the witnesses who will testify and a brief summary of the facts to which each witness will testify.
- g. Within 10 school days before the scheduled Hearing, the Program Director is to provide the members of the Hearing Board and the Hearing Officer a detailed statement of the charges made by the complainant and the response (i.e., the defense) provided by the accused student. The Program Director should also include a list of all witnesses and a brief summary of the facts to which each witness will testify. This information will form the basis of the investigation to be conducted by the Hearing Officer and the Hearing Board.
- h. The complainant or the accused student may object to the composition of the Hearing Board or the Hearing Officer (e.g., a conflict of interest). The Program Director will make a determination as to the validity of the objection. If appropriate, member(s) of the Hearing Board or the Hearing Officer may be replaced. If the Chairperson of the Scholastic Standing Committee is unable to serve as Hearing Officer, a replacement will be appointed by the Program Director.
- i. The hearing shall be tape recorded, and the tape shall remain in the custody of the Program Director, and copies shall be made readily available to all parties to the case upon written request. After the presentation, the Hearing Board and the Hearing Officer will enter into closed deliberations. The Hearing Officer will act in an advisory capacity and is a non-voting member of the panel.
 - I. the Hearing Board will select one of its members to serve as chair of the Hearing Board.
 - II. the Hearing Board must reach a majority decision by a secret ballot. No member can abstain.
 - III. within five school days after completing deliberations, the chair of the Hearing Board shall notify the Program Director of the verdict, recommended sanctions and offer a written explanation for said verdict, including any evidence relied upon.
 - IV. the final determination of sanction is to be made by the Program Director.

G. Sanctions

Sanctions permitted under a College Level Hearing shall be:

1. Formal Admonition: An oral statement to the student that he or she has violated College rules.
 2. Warning: Notice, orally or in writing, that continuation or repetition of prohibited conduct may be cause for additional disciplinary action. Notice of this action may appear on the student's academic transcript for up to one year.
 3. Disciplinary Probation: Exclusion from participation in privileged or extracurricular institutional activities, including ineligibility to receive honors or awards, to represent the University in an official capacity, to hold student government office, or to participate in intercollegiate athletics, for a specified period of time. Additional restrictions or conditions may also be imposed. Violations of the terms of disciplinary probation, or any other violation of the College Code during the period of probation, will normally result in suspension or expulsion from the University. Notice of this action may appear on the student's academic transcript for up to two years.
 4. Restitution: Repayment to the College or to an affected party for damages resulting from a violation of the College Code.
 5. Other Sanctions: Other sanctions may be imposed instead of or in addition to those specified in sections (1) through (4) of this part. For example, students may be subject to removal from University housing for disciplinary violations that occur in residence halls. Likewise, students may be subject to restrictions upon or denials of University parking privileges for violations involving the use of registration of motor vehicles on campus. Service or research projects may also be assigned and the student may be required to attend a specified College class or workshop at his or her own expense. For violations of academic integrity, appropriate academic penalties may also be applied. Students who violate regulations governing the use of computers and networks may lose their privileges for access to University computers and networks.
- H. Notice of Decision and Sanction**
1. Within five school days from receipt by the Program Director of the Hearing Board decision, written notice of the decision and of any sanction resulting from the College Level Hearing shall be sent by the Program Director to the student charged, the Chair of the Scholastic Standing Committee and to the VPSA.
 2. Record of the decision and sanction shall be maintained by the Program Director for three years or until the person(s) concerned graduate, whichever comes first.
- I. Appeal Procedure for College Level Hearings**
1. Within ten school days of the receipt of the Notice of Decision and Sanction resulting from a College Level Hearing, the student may file an appeal with the Associate Dean of Academic Affairs of the student's registration. The student shall also send a copy of the appeal to the VPSA.
 2. The appeal shall be in writing only and shall set forth such grounds as the student considers appropriate to support his or her challenge of the decision and/or sanction.
 3. The Associate Dean of Academic Programs shall mail notice of his or her decision to the student within 10 school days. Such decision shall be one of the following as to each subject of appeal.

- I. denial of appeal on procedural grounds.
- II. sustaining of decision of the Hearing Board.
- III. sustaining or reducing any sanction imposed.
- IV. reversal of the decision and dismissal of the case.

4. The decision made by the Associate Dean of Academic Programs is final and no further appeal can be made.

STUDENT LIFE ON CAMPUS

Sending and Receiving Mail

Newark

Faculty and administration mailboxes are on the second floor of Ackerson Hall near Room 218.

New Brunswick

Correspondence should be directed to the Rutgers Graduate School of Management, Levin Building, Livingston Campus. Full-time students and others have mailboxes available to them upon request.

Housing

Newark

Graduate student housing is available on a first-come/first-served basis on the Newark Campus. Single graduate students live in Talbott Apartments at 101 Bleeker Street which offers them convenience, 24-hour security, laundry facilities, and central air conditioning. A full complement of programs and services is provided by a full-time, live-in professional staff including a faculty lecture series, weekly films, Sunday morning "Bagels & (New York) Times" and trips into NYC. Students who are interested in on-campus housing should return the Housing Interest Card included with acceptance materials as soon as possible. Limited housing is available for married students and students with children. Students interested in this option should request an application from the Housing Office. Questions should be directed to the Office of Housing & Residence Life, 350 Martin Luther King Blvd., Room 234 973.353.1037 or go to <http://www.rutgers.edu/menus/housingonoff.shtml>.

New Brunswick

Formal applications must be filed for dormitory housing. For continuing students, room assignments are filled in April for the following September trimester. Dual degree (3-1-1) students are considered "continuing," and must apply in April of their senior year to be placed in graduate housing for the following September. Early admits may apply for summer graduate housing for the period May 15 - August 1. Contact: Graduate Housing Office, 581 Taylor Road, Busch Campus, P.O. Box 880, Piscataway, New Jersey, 08854, 732.445.2215. This also applies for married students. For off-campus housing assistance in the New Brunswick area, call 732.932.7766 or go to <http://www.rutgers.edu/menus/housingonoff.shtml>.

Dining

Newark

The University student and faculty cafeterias are located in Robeson Campus Center on the plaza level; Woodward Dining Hall is located in Stonsby Commons (91 Bleeker Street). Other establishments close to campus include Robert's Pizza, Palate Pleasure, Margaret's, and Francine's. Many students, however, bring their lunch and relax between classes in the student lounge on the second floor of Engelhard Hall or at outside tables on the campus.

New Brunswick

The Livingston Student Center, near the Levin Building, provides fast food meals, a convenience store, and a money machine. There are vending machines in classroom buildings. Students can also buy meals at Tillet Dining

Hall. The Rutgers Club, 199 College Avenue, 732.932.7139, which has an excellent restaurant and lounge, extends membership privileges to GSM students for an annual fee. New Brunswick itself has many fine restaurants, and a lively cultural life.

Recreation

Newark

Newark Campus Athletics and Recreations Department: 973.353.5474, <http://www.kiosk.rutgers.edu/Topology/Newark/Pages/7233.html>

The Golden Dome Athletic Center is located at 42 Warren Street, a block from the GSM buildings. It houses an eight lane, 25 yard swimming pool, four racquetball courts, five outdoor-lighted tennis courts, two gyms: a Recreation Gym (contains two basketball or two regulation volleyball courts), and the Arena Gym (which seats 1200 for athletic contests). Other facilities include a modern, up-to-date fitness center containing a free weight and nautilus room, a multi-purpose/aerobics/karate room and fitness room that contains electronic workout machines such as Stair-master, step mill, bikes, treadmills, Nordic tracs and other fitness machines.

Locker and shower facilities for both men and women are also available. A current, valid student ID card must be shown. Across from the gym is Alumni Field, which offers baseball and softball fields, a regulation soccer field and an all-weather track.

New Brunswick

Livingston Recreation Center: 732.445.2398
Sonny Werblin Recreation, Center Busch Campus: 732.445.0460, <http://www.kiosk.rutgers.edu/Topology/BuschLivingston/Pages/3881.html>

Students may use the many fields, gyms, and pools located around the campus. GSM students will find the Livingston College and Busch campus facilities most convenient. There are a variety of recreation and wellness classes scheduled during the fall and spring trimesters. The gyms also offer basketball, volleyball, weight training, and dance facilities. A currently valid student ID must be shown. There are six tennis courts, baseball and soccer fields, outdoor basketball, and a parcourse.

Parking and Transportation

Campus Parking

Newark and New Brunswick

Both part-time and full-time students are required to buy a parking permit, which is valid on both campuses. Please see <http://www.rutgers.edu/menus/parkingtrans.shtml> for additional information.

In Newark students may park at Parking Deck I, 200 University Avenue; Parking Deck II, 166 Washington Street; and Lot #508, adjacent to Bradley Hall, Warren Street (after 4 pm weekdays), with the purchase of a Newark campus deck permit. Vehicles not displaying a valid Rutgers permit are subject to ticketing and/or towing. The permit is valid for the entire academic year and currently costs \$20.00. In addition to the permit fee, daily rates are charged at the student parking facilities. The maximum daily rate charged is currently \$2.75. Both parking decks

are open Monday-Friday, 7 am to midnight; Lot508 is open to students from 4 pm to midnight; Parking Deck I is open Saturdays from 7 am to 7 pm.

Students residing at Talbott Hall may purchase reserved 24-hour residential parking in Deck I. Reserved spaces are limited and sold on a first-come/first-served basis. Residents may opt to purchase a 12-month contract (September 1 - August 31) for \$720. Partial payment contracts are available upon request.

Vehicle registration materials, including registration forms and payment instructions, are mailed to continuing students during the summer. Vehicle registration materials are also made available at new student registrations. Please use the return envelope accompanying your materials to expedite processing and to avoid waiting on line during the first week of classes.

All GSM students requiring the use of Rutgers parking facilities must apply for a Newark Campus permit. Your deck permit will be honored at Newark parking decks and at Zone K on the New Brunswick Campus. Students may park in Zone K 8 am-5 pm. Most faculty/staff lots may be used after 5 pm academic days, weekends and on holidays.

Shuttle Bus Service-Newark

A free shuttle bus service is available to faculty, staff, and students between the hours of 3:30 pm and 11:30 pm, Monday through Friday. A valid ID card must be presented to enter the bus. The shuttle bus departs every thirty minutes from Conklin Hall, University Avenue, and proceeds to other designated stops including the Broad Street and Pennsylvania Railroad Stations. Schedules are available at the Office of Parking & Transportation Services, University Police Headquarters, or from shuttle service drivers. Contact the Office of Parking and Transportation Services, 249 University Avenue, Blumenthal Hall, 973.353.5873.

Public Transit-New Brunswick

Most GSM classes are held on the Livingston campus of Rutgers in Piscataway. Free inter-campus bus service is available from the College Avenue campus (nearest the New Brunswick New Jersey Transit train station and bus terminal) to the Livingston campus. Student ID must be shown. Contact: 732.932.7817.

Bookstores

Newark

The University Bookstore is located in Bradley Hall. Call 973.353.5377. New Jersey Books, 167 University Avenue also carries texts and supplies. Call 973.624.5383 or <http://www.rutgers.edu/menus/bookstores.shtml>.

New Brunswick

Livingston Bookstore, Avenue D, Livingston Campus 732.445.3210 carries GSM texts. The store offers extended hours during the first two weeks of school in the fall and spring trimesters. All texts are available in the Livingston Bookstore. Call 732.828.7401, or <http://www.rutgers.edu/menus/bookstores.shtml>.

Library Facilities

GSM students have access to the 20 library units at Rutgers University. The on-line catalog for the entire Rutgers library system is accessible from computer terminals at each library. The inter-library system is quick and efficient. Students are able to borrow materials from any of the collections by presenting their ID card with current validation sticker at the library unit of their choice.

Newark

John Cotton Dana Library is the University's official business library. It is located on the plaza behind Conklin Hall. The business collection is handled by the business reference librarians, Ka-Neng Au, at 973.353.5911 and Roberta Tipton, at 973.353.5910. For library hours and general information, call 973.353.5900 or <http://www.libraries.rutgers.edu/>. For the reference desk call 973.353.5901. Students may also use the Newark Public Library, 5 Washington Street or its Business Library Branch, 34 Commerce Street, 973.733.7779.

New Brunswick

A business collection is housed in the Livingston Library (located between Beck and Tillett Halls). Livingston Library offers audio-visual (AV) equipment and holds an extensive collection of films and videotapes. Reservations for AV equipment must be made a week in advance by a faculty member. Reservations are made through Richard Sandier, 732.445.3612. For films and video cassette reservations, call 732.445.4685. For library hours and general information, call 732.445.3613 or 3610 or <http://www.libraries.rutgers.edu>. A Bloomberg terminal is located in the lobby of the Levin Building for students interested in financial research.

Health Services

Newark

The Student Health Center is located at 249 University Avenue, Room 104, 973.353.5231. It is open Monday through Friday, 8:30 am to 4:30 pm. Full-time students are eligible for free treatment for current illness, diagnostic tests, and referrals for x-rays and specialists in the area. Part-time students who wish to use the Center may do so by paying a fee of \$71.00 per trimester.

New Brunswick

Livingston Health Center is located at Avenue E and Hospital Road, 732.445.3250. During the fall and spring trimesters, the Livingston facility is open 8:30 am to 5:30 pm. A doctor is available 9 am to 5 pm. The pharmacy opens at 9:30 am. There are no summer hours. (Students are referred to the Hurtado Health Center, 11 Bishop Place, College Avenue Campus, 732.932.7402.) Services are the same as in the Newark Student Health Center. In case of emergency, evening students should contact the University Police, 732.932.7211.

Health Insurance

All full-time students are covered by basic accident and sickness insurance. For an additional premium, a major medical plan is available to all spouses of full-time students.

All international students in F or J status are required to enroll in a major medical plan for themselves and their dependents. Even with insurance, visits to the eye doctor or dentist are not included and will incur additional expense. Applications for major medical are available through the Student Health Office at 249 University Avenue in Newark or at the Livingston Health Center in New Brunswick. For information, contact JoAnn Flagg, Office of Student Insurance, Hurtado Health Center, 11 Bishop Place, Room 312, New Brunswick, 732.932.8285.

Immunizations

By law, the University requires that all persons born after 1956 have immunization against certain diseases prior to enrollment. Every student should have received an immunization form; if not, be sure to bring with you proof (signed by a doctor) that you have received two doses against measles, mumps, and rubella. Exemptions can be made only for medical or religious reasons, upon written request. Questions, call 732.932.8429 or 973.353.5231.

Psychological Counseling Services Centers

Newark

Psychological Counseling Services, 249 University Avenue, Room 101, 973.353.5805. Short-term individual counseling is available free of charge to full- and part-time students, by appointment.

For drug/alcohol counseling, call Polly McLaughlin at 973.353.1236

New Brunswick

Call the Counseling Service 732.445.4140 for assistance and referral.

Legal Services

Newark

Rutgers Law School-Newark
123 Washington Street, 4th floor
Hours: Monday through Friday 8:00 am to 4:30 pm.
Call 973.353.5576.

New Brunswick

135 College Avenue
Hours: Tuesdays from 6:00 to 7:30 pm and Thursdays from 11 am to noon, by appointment only. Call 732.932.7766 only for housing-related legal problems.

ID Cards

New Students-Newark and New Brunswick

The Office of Parking & Transportation Services at Blumenthal Hall, 249 University Ave., Newark Campus, (973)353.5873 or <http://registrar.rutgers.edu/NW/ID-NW.HTM>- processes ID cards for newly admitted students at orientation.

Continuing Students-Newark and New Brunswick

During the summer, validation stickers are mailed to all continuing students. Thereafter, all photo ID business is transacted at the Office of Parking Transportation Services.

Replacement Cards - Newark

To replace a lost (photo) ID card, the student must go to the Parking Department at 249 University Avenue, first floor. A \$5.00 replacement fee will be charged. The student will receive the replacement card the same day.

Replacement Cards - New Brunswick: To replace a lost non-photo ID card, the student must contact the New Brunswick Registrar's Office, 732.445.3221. A \$4.00 replacement fee will be charged.

Program in American Language Studies (PALS)

Newark

All international students whose native language is other than English are required to demonstrate their proficiency in English by examination. The test takes approximately two-and-one-half hours. The exam is administered during orientation.

For English as a Second Language courses, call Mary Moya (PALS) at 973.353.5013.

New Brunswick

English as a Second Language courses and other assistance are available through the Division of Continuing Education Program in American Language Studies (PALS). For more information, call 732.445.7422.

International Student Services

Most international students pursuing the MBA degree hold an F1 visa. Rutgers will issue an I-20 upon payment of the tuition deposit. This form is presented to the nearest US consulate or embassy in order to obtain a visa to study in the US. Canadian citizens do not obtain visas, but carry

the I-20 and present it at the point of entry. Students should be sure that their passports are valid for at least six months in the future. Upon arrival in the United States, all international students, whether they are attending classes on the Newark or New Brunswick campus, must contact:

International Student Services, Smith Hall, Room 235
973.353.1427.

The Campus Communities

Newark

The Rutgers-Newark campus is located in the University Heights area, adjacent to the New Jersey Institute of Technology, Essex County College, and University of Medicine and Dentistry. Newark is a leading cultural center, and is home to the world-renowned Newark Museum, and the New Jersey Performing Arts Center, which offers a full season of world-class musical, dance and theatrical events, and is located within a couple blocks of the campus. The Robeson Campus Center hosts a number of activities including art shows, concerts, and movies. Rutgers-Newark is also the home of the Institute of Jazz Studies. Newark's Ironbound section has many highly-rated Portuguese restaurants and shops.

New Brunswick

Students attending class on the Livingston campus will find that New Brunswick is a vibrant college town. Theater productions are presented by Rutgers Mason Gross School of Arts, Douglass College, Crossroads Theater, George Street Playhouse, and the New Jersey State Theatre. There are numerous concert offerings as well as privately sponsored cultural and civic activities. The Jane Voorhees Zimmerli Art Museum has an outstanding permanent collection. There are several nightspots, offering food, drink, and rock music. Experimental or avant-garde film, dance, jazz lectures, symposia, and every form of entertainment are available throughout the year. For box office and ticket information call 732.932.7511.

Weather Alert

Newark

Call 973.353.1766. A recorded message is available after 4:30 p.m. and in case of weather emergencies.

New Brunswick

Call 732.932.7799. A recorded message is available 24 hours a day during weather emergencies.

Radio Information

FM Band	AM Band
WBGO 88.3	WBRW 1170
WJLK 1310	WBUD 1260
WDHA105.5	WCBS 880
WJLK 94.3	WCTC 1450
WMCA 570	WERA 1590
WKXW 101.5	WHWH 1350
WMGQ98.3	WINS 1010
WNJR 1430	WJDM 1530
WMJY 107.1	WJLK 1310
WPST 97.5	WLBS 640
WRSU 88.7	WMCA 570
	WMTR 1250
	WNJR 1430
	WOR 710
	WRNJ 1000

OFFICE OF STUDENT SERVICES

Patricia D. Rotonda
Assistant Dean
Engelhard 225
protonda@andromeda.rutgers.edu
973.353.5482

Shruti Devi
Program Associate
Levin 107
devi@andromeda.rutgers.edu
732.445.4046

Mary Ann Albanese
Administrative Assistant
Engelhard 221
malbanes@andromeda.rutgers.edu
973.353.5275

Chonte D. Scott
Administrative Assistant
Engelhard 221
chonte@andromeda.rutgers.edu
973.353.1129

Under the direction of the Assistant Dean, the Newark and New Brunswick offices handle the traditional student services for MBA students - registration, record keeping, scheduling. This office is also responsible for developing, implementing, and evaluating non-academic programs. The office coordinates guest speakers; Awards Night and Commencement. This integration of routine services and student life activities provides a more holistic approach toward the growth and development of the graduate student.

Student Services Programs/Activities

ORIENTATION

Full-time students attend an extended 3 week program, including testing, social/sports interaction, and registration. Details can be found online at <http://business.rutgers.edu/graduate/studentsvcs>. Orientation begins in early August and is mandatory. The cost is approximately \$100 per week. Orientation for part-time students is streamlined and includes an overview of the curriculum and rapid-fire processing.

COURSE EVALUATIONS

Each trimester, students are asked to evaluate their classes by completing evaluation forms. The process is conducted under strict standards of confidentiality. After the final grades for the course have been submitted, comments and evaluation forms are returned to the instructor, along with the tabulated statistical data. Faculty use the evaluation, particularly the written comments, as valuable input in their future course plans. The tabulated data are available each trimester in the Office of Student Services.

STUDENT ORGANIZATIONS

Co-curricular activities are an integral part of GSM student life. Classroom experience is extended into social interaction and student initiated discussions. Contacts and friendships are formed which carry over into future careers. Students are encouraged to become involved with established activities and to propose new ones. The following are currently active at GSM:

- Student Government Association (SGA)
- American Marketing Association
- Black MBA Association
- E-Commerce Club
- Financial Management Association

- Hispanic MBA Association
- New Brunswick Student Council
- Professional Accounting SGA
- Rutgers Women in Business
- Taiwanese MBA Student Association
- Korean MBA Student Association

OFFICE OF INTERNATIONAL STUDENT AND SCHOLAR SERVICES

Coordinates services for international students on the Rutgers-Newark Campus. The office serves as a referral source to other university offices and academic departments. It also provides direct support with employment, immigration and personal matters. In addition, the office sponsors a variety of programs throughout the year.

Advice on immigration includes both general information on your rights and responsibilities as well as assistance with procedures required for transfer of schools, extensions of stay, work permission, and practical training experiences. The office (in particular, the International Student Advisor) also provides support and advice on such matters as adjustment to life in the United States, cross-cultural differences, family concerns, health care and insurance, and other personal concerns.

The office serves as a representative and advocate for foreign students in dealings with U.S. and foreign government agencies, other campus offices and departments, and you are encouraged to maintain close ties with the office throughout your stay at Rutgers. The office is located in Smith Hall, Room 235. The telephone number is 973.353.1427.

Curricular Practical Training

This refers to employment which is part of your academic curriculum; that is work experience (such as an internship) which is part of a course offered in the course catalog to all students in a particular degree program, and for which academic credit is given. The instructor must provide written certification indicating the course number, content, etc. for the course that includes the work experience (Certification forms can be obtained in the Office of International Student and Scholar Services). Because the International Student Advisor gives authorization, the EAD is not required. Note: Students who receive one year or more of full-time Curricular Practical Training are ineligible for Optional Practical Training following completion of studies.

LESBIAN, GAY, AND BISEXUAL CONCERNS

Students seeking resources or more information are urged to call the Rutgers Lesbian and Gay Alliance at 732.932.1306, Assistant Dean Rotonda at 973.353.5482, or Assistant Dean Credle, Robeson Center, Room 234, Newark 973.353.5300.

SEXUAL HARASSMENT

Rutgers has a policy against harassment and a process to resolve issues of harassment. Harassment is any conduct directed toward an individual or group based on one or more of the traits covered by the university's nondiscrimination policy. At Rutgers your concern will be taken seriously, whether or not it is ultimately decided to be a case of harassment. The university provides you with many resources both to stop any continuing harassment and to deal with the emotional consequences. If you need advice on this issue, contact Dean Rotonda, at 973.353.5482.

SERVICES FOR PHYSICALLY CHALLENGED STUDENTS

The University complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which prohibits discrimination on the basis of handicap in

educational programs and activities. Beyond merely complying, however, we are committed to helping people with disabilities reach their potential - to take care of themselves, to earn a living and to participate in their communities. Counseling is available to help disabled students make plans and acquire assistance in the following areas: academic advising, scheduling, and course selection; campus life, housing and student activities; referral services.

Physically challenged students are invited to see Assistant Dean Rotonda 973.353.5482 or Assistant Dean James Credle, Robeson Center, Newark, Room 234, 973.353.5300. It is advantageous to arrange for such an interview at the earliest possible date. The interview will be confidential and no information will be released without the student's consent.

FACULTY ADVISEMENT

Students are encouraged to take advantage of this service but are also reminded that such advisement can be of much greater value if the material in this booklet has been studied carefully. Faculty offices are in Ackerson and the Management Education Center in Newark and in the Levin Building in New Brunswick. Consult the Faculty and Staff Directory in this Guide for office phone numbers. Department chairs or their designee offer assistance in selecting areas of concentration.

FACULTY OF MANAGEMENT COMPUTING SERVICES

Main Office:
190 University Avenue
Engelhard Hall / Room 306
Newark, NJ 07102
Phone: 973.353.1821
Fax: 973.353.5176

OVERVIEW

The Faculty of Management Computer Services Department provides specialized computing facilities to graduate and undergraduate business students at the Newark and New Brunswick campuses of Rutgers University. FOM Computer Services maintains numerous computing facilities based on the Windows Intel platform and provides a large number of software packages, which meet the needs of the curriculum being taught. The technology within these facilities is constantly being upgraded to provide students with the most effective computing technology possible, as well as to remain current with the rapidly evolving technological arena. FOM Computer Services works in conjunction with the Rutgers University Computing Services Department (RUCS) to provide effective and convenient computing services for the academic needs of all Rutgers students.

Any student who wishes to use the computing facilities within the university must have a current, validated student ID card. Students who wish to use the facilities in Newark must obtain an account from Rutgers University Computer Services. Additional information about this department is provided in this document. Students who wish to use the facilities in New Brunswick must obtain an account from FOM Computer Services and additional information regarding this process is also provided in this document. All students who use these facilities are required to abide by the Acceptable Use Policy provided in this document. There are also other rules and regulations, specific to each location, that are posted at each facility and must be adhered to by all students.

FOM COMPUTER FACILITIES

Newark Computing Labs Engelhard Hall Room 311

The student computing facility in Engelhard Hall Room 311 is one of several such labs on the Newark campus that are paid for by student computing fees, and are available for use by all Rutgers students. This lab is primarily for the use of the Faculty of Management students. It is equipped with 25 networked computers which all have Internet and Wide Area Network (WAN) access. There is also a high quality network printer available for printing needs. The lab monitors, most of whom are Ph.D. students in Management, are available to assist students.

Lab hours:
Monday - Thursday: 10 am to 10 pm
Friday: 10 am to 5 pm
Saturday: 12 pm to 5 pm

Lab hours are subject to change during various periods of the year. Please check the Computer Services web site at: <http://business.rutgers.edu/cs/lab.htm> for updated information. You may also call the lab at: 973.353.5788.

Engelhard Hall Room 309

The computing facility in Engelhard Hall Room 309 is a microcomputer instructional classroom, also funded by student computing fees. It is primarily for undergraduate (School of Management) classes, however the Graduate

School of Management also uses it. This computer classroom contains 30 networked computers which all have Internet and WAN Access. There is also a high quality network printer available for printing needs. The instructor's computer is attached to a large screen color projection system for classroom viewing.

ADP Electronic Classroom

The ADP Electronic Classroom is located in the lower level of Engelhard Hall. It is used primarily by Graduate School of Management classes, but is also used occasionally by undergraduate School of Management and Ph.D. in Management classes as well. This lab consists of 30 networked computers which all have Internet and WAN access. There is also a high quality network printer available for printing needs. This classroom has the added functionality of a system that allows the distribution of the image on the instructor's computer screen to the students' computer screens. In addition, this system also allows the instructor to capture an image from a student's screen for review.

New Brunswick Computing Labs

Janice H. Levin Computing Facility

The Rutgers Faculty of Management has three student-computing facilities and a Case Study room located in the Janice H. Levin Building on the Livingston Campus. These facilities are used for student computing labs, scheduled computer classes, and for computer-based presentations. Graduate and undergraduate students primarily use these facilities. The three student-computing facilities contain approximately one hundred networked computers, as well as numerous high quality network printers. All four rooms are equipped with a large screen color projection system that can handle computer-generated images. In addition, VHS signals can distribute video and sound to all of the computing labs simultaneously.

This facility provides instructional classes at the beginning of each year to present an overview of the services offered. In addition, all students who wish to use this facility must obtain a separate student computer account. The instructional class on the use of this facility provides information on obtaining an account, however students may also provide the necessary information for account creation to the lab monitors on duty. The account creation period generally takes one to two business days from the time the information is submitted.

The computer lab monitors provide support for the functionality of the hardware and software at this facility. In addition, Teaching Assistants, all of whom are Ph.D. students in Management, can provide support on the software as it relates to the subject matter, and are available to assist students.

Lab hours:
Monday - Friday: 10 am to 10 pm
Saturday: 11 am to 7 pm
Sunday: 11 am to 7 pm
Lab hours are subject to change during various periods of the year. Please check the Computer Services web site: <http://business.rutgers.edu/cs/lab.htm> for updated information. You may also call the lab at: 732.445.2328.

Rutgers University Computer Services

Rutgers University Computer Services provides a large number of computer related services to the Rutgers community. RUCS provides a number of open-access micro-computer labs on each campus. In addition to offering systems based on the Windows Intel platform, these labs also provide Apple and Unix systems. RUCS also provides students with other services, such as Email, web services, software, an online directory, and instruction.

In Newark, RUCS provides a Unix system called `pegasus.rutgers.edu`, where all FOM students can create their own accounts. These accounts give students access to the Newark-based computing facilities, Email, software, newsgroups and access to software that is available only on the Unix platform.

In New Brunswick, RUCS provides a Unix system called `eden.rutgers.edu`, where students based in New Brunswick can create their own accounts. These accounts provide students with access to Email, software, and newsgroups. Students also have the ability to run their own web site from Eden.

You can find extensive information about Rutgers University Computer Services at their web site: <http://rucs.rutgers.edu/>

Acceptable Use Policy for Computing and Information Technology Resources

It is the policy of Rutgers University to maintain access for its community to local, national and international sources of information and to provide an atmosphere that encourages the free exchange of ideas and sharing of information. Access to this environment and the University's information technology resources is a privilege and must be treated with the highest standard of ethics.

The University expects all members of the community to use computing and information technology resources in a responsible manner; respecting the public trust through which these resources have been provided, the rights and privacy of others, the integrity of facilities and controls, and all pertinent laws and University policies and standards.

This policy outlines the standards for acceptable use of University computing and information technology resources which include, but are not limited to, equipment, software, networks, data, and telephones whether owned, leased, or otherwise provided by Rutgers University.

This policy applies to all users of Rutgers computing and information technology resources including faculty, staff, students, guests, external individuals or organizations and individuals accessing external network services, such as the Internet via University facilities.

Preserving the access to information resources is a community effort that requires each member to act responsibly and guard against abuses. Therefore, both the community as a whole and each individual user have an obligation to abide by the following standards of acceptable and ethical use:

- Use only those computing and information technology resources for which you have authorization.
- Use computing and information technology resources only for their intended purpose.
- Protect the access and integrity of computing and information technology resources.
- Abide by applicable laws and university policies and respect the copyrights and intellectual property rights of others, including the legal use of copyrighted software.
- Respect the privacy and personal rights of others.

Failure to comply with the appropriate use of these resources threatens the atmosphere for the sharing of information, the free exchange of ideas and the secure environment for creating and maintaining information property and subjects one to discipline. Any member of our community found using information resources for unethical and unacceptable practices has violated this policy and is subject to disciplinary proceedings including suspension of system privileges, expulsion from school, termination of employment and/or legal action as may be appropriate.

Rutgers reserves the right to limit or restrict the use of its computing and information technology resources based on institutional priorities and financial considerations, as well as when it is presented with evidence of a violation of University policies, contractual agreements, or state and federal laws.

Although all members of the community have an expectation of privacy, if a user is suspected of violating this policy, his or her right to privacy may be superseded by the University's requirement to protect the integrity of information technology resources, the rights of all users and the property of the University. The University, thus, reserves the right to examine material stored on or transmitted through its facilities if there is cause to believe that the standards for acceptable and ethical use are being violated by a member of the University community.

Specific guidelines for interpretation and administration of this policy are given in the Guidelines for Interpretation and Administration of the Acceptable Use Policy, which can be found at the following URL: <http://rucs.rutgers.edu/acceptable-use-guide.html>. These guidelines contain more specific examples of offenses, and procedures for dealing with incidents.

MBA CAREER SERVICES

Elaine Frazier
Assistant Dean
MEC 223
efrazier@andromeda.rutgers.edu
973.353.5623

Lilia A. Lozarito
Administrative Assistant
MEC 225
lozarito@andromeda.rutgers.edu
973.353.5648

The MBA Career Services Office assists MBA students to develop the skills required to conduct an effective job search. All students must register with MBA Career Services before utilizing any services provided by the Office. Register online, or call the MBA Career Services Office 973.353.5648 to request a form.

Career Planning Education Series

The MBA Career Services Office conducts a series of programs each year designed to assist students in formulating appropriate strategies to conduct an effective job search. The Fall and Spring calendars provide a listing of all programs.

Individual Counseling

All students are encouraged to schedule an appointment with a counselor to discuss career plans and job search strategies. An individual counseling session will assist students in tailoring the strategy most appropriate to their objectives.

Career Services Library

A resource library is available in the MBA Career Services Office on the Newark campus. Resource materials are also available on the Livingston campus. Available resources include:

- Career Planning Material: Books, directories, videos, and various news/business publications.
- Company Information: Literature, annual reports, internship and full time employment information.
- Technical Resources: Computers and laser printer are available for preparing resumes; Internet access also available.

Resume Critique

Students are required to attend a Resume Writing workshop. All resumes must be critiqued by a counselor at the MBA Career Services Office. Resumes critiques will be completed within 5 (five) business days. Students are required to deliver and pick up their own resumes. If special arrangements are necessary (utilizing fax or mail), students should make those arrangements with the Career Services Office.

College Central

The MBA Career Services Office offers students the opportunity to participate in this on-line recruitment posting service. This network will contain all job postings and student resumes. Students can post and update their resumes, which will become instantly available to hundreds of employers who are looking for potential employees. This service will allow recruiting companies to search or browse through our "anonymous" resumes of prospective candidates. Only the credentials are shown to the recruiting companies. The personal information of the student may be retrieved only from Career Services.

Each resume will have an identification number, which will maintain accurate records of the resumes as well as ensure confidentiality. To register for College Central and to obtain a passcode which is necessary for inputting resumes and browsing the job site, please contact the MBA Career Services Office.

Mock Interview

Students must participate in at least one mock interview before qualifying for on-campus recruiting. This represents an excellent opportunity to have a "dress rehearsal" for the real thing. A career counselor will conduct the videotaped interview and provide feedback. Corporate mock interviews are also available by appointment only. All mock interviews must be scheduled in advance.

Career Advisers Network

A group of GSM alumni have volunteered to serve as career counselors to current GSM students. This informational interview with alumni can provide first hand information regarding specific professions, nature of work performed, office environment, prospects in the profession, outlook for the future, and career data.

Establishing a Resume File

Once students have completed the critiquing process and a counselor has approved the resume, it is imperative that students establish a resume file in the MBA Career Services Office. This is vital for participation in the recruitment process. A resume file serves as a resource for retrieving credentials when students sign up for specific jobs. Several resumes (20) should be in the file at all times. Students are responsible for "managing" their own files and providing current resumes. An empty resume file could result in a missed opportunity!

Job Postings and Announcements

- Full-time, part-time, and internship positions are advertised on the bulletin board in the MBA Career Corner, 2nd Floor, Engelhard Hall, Newark Campus, and the GSM Office in the Levin Building, Livingston Campus, as well as the MBA Career Services Home Page. All postings are also kept in a binder in the Career Services Library (for review only). There are 3 types of postings, as listed below:
- Direct Contact: Students are required to forward a resume and cover letter directly to the company. The address and fax number are provided on the job posting.
- Sign-Up: Students are required to sign their names on the posting. Career Services will forward resumes, and companies will contact candidates of interest. Students are required to place their resumes in the Resume Drop Box located at the Career Services Office (Newark Campus). New Brunswick students must make arrangements with Career Services staff.
- Sign-Up/On-Campus Recruitment: Students are required to sign their names on the postings. Company representatives prescreen candidates, and the Career Services Office will contact students to schedule an interview on campus.

On-Campus Recruiting

On-campus interviews take place in the Career Services suite on the Newark campus. Interviews are scheduled in advance and students should plan to arrive to the interview at least 15 minutes early. Only in cases of illness or emergencies should a student cancel an interview. A student's failure to adhere to recruiting policies can result in the loss of on-campus recruiting privileges.

Eligibility for On-Campus Recruitment

Students may interview on campus according to the following schedule based upon date of graduation:

Semester of Graduation	On-Campus Recruitment
Spring (May)	Previous Fall/Spring of Graduation
Summer (August)	Previous Spring/Following Fall
Fall (December)	Fall of Graduation/Following Spring

Resume Book Publication for Career Positions

The Resume Book is designed to increase student visibility to major recruiting organizations, many of which select candidates from the book for their campus interview schedules. The Resume Book is published annually in July and distributed to approximately 300 companies—primarily focusing on NJ, NY, and CT. Students may publish their resumes in the Resume Book only one time. A complete list of eligibility guidelines for each annual publication is available.

Internship Resume Book

First-year students interested in pursuing an internship are required to submit a resume in the early Fall for inclusion in this publication. The book is distributed to recruiting organizations at the conclusion of the Fall Semester. Recruitment usually begins in January and continues through May.

Reporting Offers

Students are required to notify the Career Services Office of ALL extended offers of employment—full time and internship. Considerable embarrassment to students/graduates and the school can result when the Career Services Office continues to circulate the resumes of students who have accepted employment. All individual employment information is kept confidential. General statistical information is utilized in the school's marketing efforts to attract companies as well as prospective students.

FACULTY

HOWARD P. TUCKMAN, Dean and Professor, Department of Finance and Economics; PhD, University of Wisconsin. *Expertise: Health Economics, Public Finance, Managing Change, Nonprofit Management, and Strategic Management and Planning.*

ACCOUNTING & INFORMATION SYSTEMS

DAN PALMON, Associate Professor and Chair; PhD, New York University. *Expertise: Corporate Finance, Financial Reporting, General Accounting Theory.*

LEONARD GOODMAN, Professor and Vice-Chair; PhD, New York University. *Expertise: Corporate Taxation, History of Taxation, International Accounting.*

SUNITA S. AHLAWAT, Assistant Professor; PhD, Penn State University. *Expertise: Behavioral Decision Making, Off-Shore Sourcing, Cross-Functional Teams.*

MICHAEL ALLES, Associate Professor; PhD, Stanford University. *Expertise: Managerial Accounting, Strategic Control Systems, and Change Management.*

PHILLIP BRADFORD, Visiting Associate Professor; PhD, Indiana University. *Expertise: Information Technology.*

NANDINI CHANDAR, Assistant Professor; PhD, Case Western Reserve University.

GAIL E. FARRELLY, Associate Professor; D.B.A., George Washington University. *Expertise: Corporate Governance, Dividend Policy, Mystery Fiction in Finance, Risk Perception in Financial Markets.*

PETER R. GILLET, Associate Professor; PhD, University of Kansas. *Expertise: Auditing, Information Systems, Uncertain Reasoning, Quantitative Methodologies, Philosophy.*

ELIZABETH GORDON, Assistant Professor; PhD, University of Chicago. *Expertise: International Financial Accounting.*

SURESH GOVINDARAJ, Associate Professor; PhD, Columbia University. *Expertise: Financial Analysis, Executive Compensation, Taxes.*

T. EDWARD HOLLANDER, Professor; PhD, University of Pittsburgh. *Expertise: Higher Education Policy and Governance.*

BIKKI JAGGI, Professor; PhD, Free University, Berlin, Germany. *Expertise: Financial Accounting, Cost Accounting, Environmental Accounting, Social Accounting.*

ELINDA FISHMAN KISS, Visiting Associate Professor; PhD, University of Rochester. *Expertise: Derivative Securities, Interest Rate Options, Financial and Commodity Futures, International Finance, World Sugar Markets, Pacific Island Economies.*

ALEXANDER KOGAN, Associate Professor; PhD, USSR Academy of Sciences. *Expertise: Accounting Information Systems, Expert Systems and Artificial Intelligence, Internet Technology and Electronic Commerce, Data Analysis.*

MURUGAPPA (MURGIE) KRISHNAN, Associate Professor; PhD, University of Pennsylvania. *Expertise: Accounting and Information Systems; Asset Pricing with Private Information, Industrial Organization; Industrial Organization and Shop Floor Productivity.*

YAW M. MENSAH, Professor; PhD, University of Illinois. *Expertise: Managerial Accounting, Efficiency Evaluation, Non-profit Institutions, Financial Accounting, Information in Capital Markets.*

DAVID P. MEST, Assistant Professor; PhD, University of Texas at Austin. *Expertise: Investor use of Financial Accounting Data, Information in Capital Markets, Analyst Forecasts.*

PAUL J. MIRANTI, JR., Professor; PhD, Johns Hopkins University. *Expertise: American Business History, Government Accounting, Not-For-Profit Accounting.*

ALEXANDER J. SANNELLA, Associate Professor; PhD, New York University. *Expertise: Accounting Research, Accounting Theory, Development and Instruction of Corporate Training Seminars.*

MICHAEL P. SCHODERBEK, Associate Professor; PhD, Indiana University. *Expertise: Financial Accounting, The Use of Accounting Information by Regulators, and early record-keeping procedures of the U.S. Treasury.*

GLENN SHAFER, Professor; PhD, Princeton University. *Expertise: Audit Judgment, Causal Modeling and Uncertain Reasoning, Expert Systems, Information Systems, Statistical Reasoning.*

JAY SOLED, Assistant Professor; L.L.M., New York University. *Expertise: Corporate, Individual, Partnership and Transfer Taxation.*

BIN SRINIDHI, Associate Professor; PhD, Columbia University. *Expertise: Cost and Quality Control, Information Economics, Management Accounting, Quality Management, Strategic Cost Management.*

EPHRAIM F. SUDIT, Professor; PhD, New York University. *Expertise: Cost Management, Pricing, Productivity-Based Management, Quality Management.*

MIKLOS VASARHELYI, Professor, Von Minden Professor of Accounting and Information Systems; PhD, University of California at Los Angeles. *Expertise: Accounting Systems, Expert Systems, E-commerce.*

ROBERT H. WERNER, Associate Professor; PhD, New York University. *Expertise: Governmental Accounting, Local Government Fiscal and Budgetary Analysis, Municipal Finance, Public Fiscal Management.*

W. RAY WILLIAMS, Assistant Professor; J.D., Rutgers University Law School. *Expertise: Bankruptcy, Ethics, Legal History, Professional Liability.*

HANNAH WONG, Assistant Professor; PhD, University of California, Los Angeles. *Expertise: Corporate Finance, International Capital Markets.*

DAVID J. ZAUMEYER, Associate Professor; PhD, Columbia University. *Expertise: Fraud Auditing, Intangible Asset Valuation.*

FINANCE & ECONOMICS

IVAN E. BRICK, Professor and Chair; PhD, Columbia University. *Expertise: Capital Budgeting, Corporate Finance, Firm Valuation, Fixed Income Securities, Tax Impact Upon Security Design.*

ODED PALMON, Associate Professor and Vice-Chair; PhD, University of Chicago. *Expertise: Corporate Finance, Taxation.*

JAMES L. BICKSLER, Professor; PhD, New York University. *Expertise: Corporate Control, Corporate Investment Risk Management, Finance Theory, Pension Fund Management.*

MARK G. CASTELINO, Associate Professor; PhD, City University of New York. *Expertise: Commodity Markets, Financial Futures, Hedging Theory and Practice.*

REN-RAW CHEN, Associate Professor; PhD, University of Illinois at Urbana Champaign. *Expertise: Financial Markets, Risk Management, Securities.*

YOUNG-HYE CHO, Assistant Professor; PhD, University of California at San Diego. *Expertise: Financial Economics, Econometrics, International Economics, and Applied Microeconomics.*

MICHAEL A. CREW, Professor; PhD, University of Bradford. *Expertise: Postal Service Economics, Regulatory Economics, Telecommunication Economics, Utility Deregulation and Diversification.*

LAWRENCE FISHER, Professor and First Fidelity Bank Research Professor of Finance, Finance and Economics; PhD, University of Chicago. *Expertise: Portfolio Theory, Risk and Returns of Stocks and Bonds, Stock and Bond Market Behavior.*

SHARON GIFFORD, Associate Professor; PhD, New York University. *Expertise: Contract Theory, Economics of Organizations, Economics of Information, Entrepreneurship.*

RONALD M. HARSTAD, Associate Professor; PhD, University of Pennsylvania. *Expertise: Auction Design, Value Elicitation, Bidding, Game Theory, Laboratory Economics.*

MAHMUD HASSAN, Professor; PhD, Vanderbilt University. *Expertise: Health Care Economics, Health Care Finance, Health Care Policy.*

DONGCHEOL KIM, Associate Professor; PhD, University of Michigan. *Expertise: Empirical Issues in Asset Pricing, Tests, Market Volatility in Financial Markets, Modeling Distributional Form of Security Returns, Nonstationarity of Systematic Risk.*

FARROKH K. LANGDANA, Associate Professor; PhD, Virginia Polytechnic and State University. *Expertise: Fiscal and Monetary Policies, Global Macroeconomic Policies, Macroeconomic Experimentation.*

CHENG-FEW LEE, Professor; PhD, State University of New York at Buffalo. *Expertise: Corporate Finance, Security Analysis, Portfolio Management, Options and Futures, Risk Management.*

MICHAEL S. LONG, Associate Professor; PhD, Purdue University. *Expertise: Corporate Finance, Valuation, Entrepreneurship.*

GUO YING (Rosemary) LUO, Assistant Professor; PhD, University of Western Ontario. *Expertise: Market Efficiency, Asset Pricing, Market Microstructure, Corporate Finance.*

W. GILES MELLON, Professor; PhD, Princeton University. *Expertise: Banking and Financial Institutions, Financial Management, Monetary Policy and Theory.*

PAUL NADLER, Professor; PhD, New York University. *Expertise: American and World Economy, Banking, Capital Markets, Finance.*

ROBERT H. PATRICK, Associate Professor; PhD, University of New Mexico. *Expertise: Applied Microeconomics, Applied Econometrics, Natural Resource and Environmental Economics, and Regulatory Economics.*

DILIP PATRO, Assistant Professor; PhD, University of Maryland at College Park. *Expertise: Capital Markets, Asset Pricing and Emerging Markets.*

ELIE PRISMAN, Professor; PhD, York University. *Expertise: Modeling Financial Instruments and Derivatives.*

S. ABRAHAM RAVID, Professor; PhD, Cornell University.

Expertise: Corporate Finance, Debt Markets, Privatization, Production and Financial Decisions, Taxation, Economics and Finance of the Entertainment and Media Industries.

TAVY RONEN, Assistant Professor; PhD, New York University. *Expertise: Corporate Finance, Market Microstructure.*

BEN J. SOPRANZETTI, Assistant Professor; PhD, University of Illinois at Urbana-Champaign. *Expertise: Banking, Corporate Finance, Derivative Securities.*

MENACHEM SPIEGEL, Associate Professor; PhD, Humboldt University.

EMILIO VENEZIAN, Associate Professor; PhD, California Institute of Technology. *Expertise: Corporate Finance; Financial Ethics; Insurance Rates, Classification, Pricing and Coverage; Risk Management.*

JOHN K. WALD, Assistant Professor; PhD, University of California at Berkeley. *Expertise: Corporate Finance, Market Microstructure, and International Finance.*

YANGRU WU, Associate Professor; PhD, Ohio State University. *Expertise: International Finance, Asset Pricing, Applied Time-Series Analysis.*

INTERNATIONAL BUSINESS & BUSINESS ENVIRONMENT

EDWIN HARTMAN, Professor and Chair; PhD, Princeton University. *Expertise: Business Ethics, Character and Organizational Culture.*

KOFI AFRIYIE, Visiting Assistant Professor; PhD, UCLA.

SAM BELDONA, Assistant Professor; PhD, Temple University. *Expertise: Competitive Decline of U.S. Firms, International Corporate Governance, Multinational Corporate Strategy, Myopia in International Firms, Valuation of Intangible Assets.*

FAROK J. CONTRACTOR, Professor; PhD, University of Pennsylvania. *Expertise: Foreign Investment and Markets, Global Enterprises, Joint Ventures, Licensing.*

WAYNE EASTMAN, Associate Professor; J.D., Harvard Law School. *Expertise: Employment and Labor Law, History and Politics of Managerial and Legal Theory, Law and Economics, Litigation Strategy.*

JAMES GATHII, Assistant Professor; LL.B., (Hons.) University of Nairobi, LL.M, and SJD, Harvard Law School. *Expertise: International Law; International Economic and Trade Law; International Human Rights Law; Law and Development.*

WILLIAM E. NEWBERRY, Assistant Professor; PhD, New York University. *Expertise: Shared Perceptions and Communication Between MNC Subsidiaries, International Joint Venture and Acquisition Management, International Environmental Management.*

JERRY M. ROSENBERG, Professor; PhD, New York University. *Expertise: Global Trade and Investment, Middle East/North Africa Economic Community, Regional Economic Integration.*

MICHAEL A. SANTORO, Assistant Professor; PhD, Harvard University. *Expertise: Business Ethics, International Business and Human Rights, High Tech Entrepreneurship, Intellectual Property, Technical Standards.*

MANAGEMENT SCIENCE & INFORMATION SYSTEMS

RONALD D. ARMSTRONG, Professor and Chair; PhD, University of Massachusetts at Amherst. *Expertise: Integer Programming, Network Flow Theory, Statistical Application of Mathematical Programming.*

BENJAMIN MELAMED, Professor and Vice Chair; PhD, University of Michigan. *Expertise: Modeling of Telecommunications Systems, Stochastic Processes, Analysis and Simulation, Software Modeling Environments.*

NABIL R. ADAM, Professor; PhD, Columbia University. *Expertise: Database Systems, Digital Libraries, Electronic Commerce, Scheduling, Simulation.*

FARID ALIZADEH, Associate Professor; PhD, University of Minnesota. *Expertise: C/C++ functions for Solving Optimization Problems with Combined Linear, Convex Quadratic and Semidefinite Constraints.*

VIJAY I. ATLURI, Assistant Professor; PhD, George Mason University. *Expertise: Clinical Information Systems, Database Management Systems, Distributed Systems, Information Systems Security, Workflow Management Systems.*

BENJAMIN AVI-ITZHAK, Professor; D.Sc. Israel Institute of Technology. *Expertise: Operations Research, Electric Energy Generation, Telecommunication Networks, Stochastic Modeling.*

ADI BEN-ISRAEL, Professor; PhD Northwestern University. *Expertise: Convexity and Inequalities, Matrix Theory, Optimization Theory, Numerical Analysis, Dynamic Programming and Optimal Control, Economics of Uncertainty and Management of Natural Resources.*

JONATHAN ECKSTEIN, Associate Professor; PhD, Massachusetts Institute of Technology. *Expertise: Optimization Algorithms, Parallel Computing, Operations Management, Management Information Systems.*

AVIGDOR GAL, Assistant Professor; D.Sc., Technion-Israel Institute of Technology. *Expertise: Information Technology, Temporal and Active Databases.*

STEPHEN J. HERSCHKORN, Assistant Professor; PhD, University of California, Berkeley. *Expertise: Sequential decision problems under incomplete information, Bandit Problems, Markov Decision Processes, Applied Probability, Stochastic Modeling.*

ISAAC GOTTLIEB, Associate Professor; PhD, Columbia University. *Expertise: Management, Decision Support Systems and Computerized Manufacturing.*

DOUGLAS H. JONES, Associate Professor; PhD, Florida State University. *Expertise: Asymptotic Theory, Nonparametric Methods, Survey Sampling, Bayesian Methods, Computerized Psychological and Educational Testing.*

MICHAEL N. KATEHAKIS, Professor; PhD, Columbia University. *Expertise: Dynamic Programming, Estimation and Control Under Incomplete Information, Stochastic Modeling and Optimization, Mathematical Programming, Computer Simulation, Applications in Queuing Systems, Reliability, Maintenance and Finance.*

LEI LEI, Associate Professor; PhD, University of Wisconsin-Madison. *Expertise: Project Scheduling, Scheduling of Transporters, Vehicle Dispatching and Routing.*

ROSA OPPENHEIM, Professor; PhD, Polytechnic University. *Expertise: Statistical Process Control, Total Quality Management, Operations Research.*

LEE PAPAYANOPOULOS, Associate Professor; PhD, Columbia University. *Expertise: Computer Information Systems, Electronic Classrooms, Representative Game Theory, Voting & Reapportionment.*

SUN PARK, Assistant Professor; PhD, University of Michigan. *Expertise: Multi-Agent Systems, Distributed Artificial Intelligence (DAI), Electronic Commerce, Agent-based systems, Strategic Agent Design.*

MICHAEL H. ROTHKOPF, Professor; PhD, Massachusetts Institute of Technology. *Expertise: Applied Mathematical Modeling, Auctions and Competitive Bidding, Applications of Operations Research, Energy Models.*

ANDRZEJ RUSZCZYNSKI, Professor; PhD, Warsaw University of Technology. *Expertise: Stochastic Programming, Stochastic Control, Financial Engineering, Risk Management.*

DAVID F. SHANNO, Professor; PhD, Carnegie Mellon University. *Expertise: Mathematical Optimization, Linear and Nonlinear Programming, Large Scale Modeling.*

ZACHARY STOUMBOS, Assistant Professor; PhD, Virginia Institute of Technology. *Expertise: Decision Theory, Experimental Design, Operations and Production Management, Quality Control, Regression Analysis, Sequential Analysis, Stochastic Processes, Time Series Analysis and Forecasting, Total Quality Management and Reengineering.*

TED H. SZATROWSKI, Professor; PhD, Stanford University. *Expertise: Biostatistics, Multivariate Analysis, Resource Allocation and Forecasting, Sequential Analysis.*

VICTORIA UNGUREANU, Assistant Professor; PhD, Rutgers University. *Expertise: Electronic Commerce, Security in Distributed Systems and Coordination.*

MARKETING

BARBARA STERN, Professor and Chair; PhD, City University of New York. *Expertise: Consumer Choice, Gender and Consumer Behavior, Literary Theory and Advertising, Values and Advertising.*

L. J. SHRUM, Associate Professor and Vice-Chair; PhD, University of Illinois. *Expertise: Effects of Media Violence on Cognitive Representations, Cognitive Processes Underlying Media Effects, Effects of Television Programming on Social Perceptions.*

PHIPPS ARABIE, Professor; PhD, Stanford. *Expertise: Market Segmentation, Product Positioning, Mathematical Psychology.*

HERBERT BROWN, Visiting Professor, Marketing; PhD, Ohio State University. *Expertise: Internet-Driven Disintermediation, Evolving Role of Pricing Professionals in Modern Organizations.*

J. DOUGLAS CARROLL, Professor; PhD, Princeton University. *Expertise: Data Analytic Techniques, Human Learning, Perception, Cognition, and Choice Behavior, Multidimensional Scaling, Quantitative Models in Marketing.*

PATRALI CHATTERJEE, Assistant Professor; PhD, Vanderbilt. *Expertise: Advertising Response Measurement, Electronic Commerce, Internet, Services Marketing.*

S. CHAN CHOI, Associate Professor; PhD, University of Pennsylvania. *Expertise: Price Competition, Competitive Product Positioning, Marketing Research, Quantitative Models in Marketing.*

ELIZABETH C. HIRSCHMAN, Professor; PhD, Georgia State University. *Expertise: Philosophy of Science, Consumer Behavior, Popular Culture, Semiotics.*

HARSHARANJEET JAGPAL, Professor; PhD, Columbia University. *Expertise: Advertising, New Products, Sales Force Compensation.*

MARK JOHNSON, Visiting Professor; PhD, University of Colorado.

MICHAEL MULVEY, Assistant Professor; PhD, Penn State University. *Expertise: Consumer Research, Advertising Design and Testing, Brand Image Management, Consumer Saving and Spending.*

AMITABH R. MUNGALÉ, Assistant Professor; PhD, University of Florida. *Expertise: Consumer Behavior, Experimental Design, Health Care Marketing, Psychological Approaches to Advertising.*

ROBERT ROTHBERG, Associate Professor; PhD, University of Pennsylvania. *Expertise: New Product Development, Product Innovation, Strategic Planning.*

EUGENE SIVADAS, Assistant Professor; PhD, University of Cincinnati. *Expertise: Business to Business Marketing, and B2B and Consumer Marketing Strategy.*

HAO ZHAO, Assistant Professor; PhD, University of Rochester. *Expertise: Advertising, Consumer Behavior, Distribution, Pricing.*

ORGANIZATION MANAGEMENT

FARIBORZ DAMANPOUR, Professor and Chair; PhD, University of Pennsylvania. *Expertise: Management of Innovations and Technology, Organizational Design and Development.*

SEUNG HO PARK, Associate Professor and Vice Chair; PhD, University of Oregon. *Expertise: Strategic Alliances, Interorganizational Networks, Corporate Diversification, Globalization of Asian Multinational Firms.*

GRANT ACKERMAN, Assistant Professor; J.D., University of Pittsburgh Law School; PhD, Columbia University Graduate School of Business. *Expertise: Organization Behavior, Human Resource Management, and Organizational Justice.*

STEVEN B. ADAMS, Visiting Assistant Professor; PhD, Johns Hopkins.

THOMAS A. BRYANT, Associate Professor; PhD, Massachusetts Institute of Technology. *Expertise: Evaluation Methodology, Entrepreneurship, Political Economy and Business Strategy.*

CHAO C. CHEN, Associate Professor; PhD, State University of New York-Buffalo. *Expertise: Cross-Cultural Management, China, Reward Allocation, Leadership, Managing Diversity.*

THERESA S. CHO, Assistant Professor; PhD, Columbia University. *Expertise: Executive Team Composition, Executive Compensation, Managerial Cognition and Decision-Making, Organizational Adaptation, Negotiation.*

NANCY DiTOMASO, Professor; PhD, University of Wisconsin. *Expertise: Diversity in Organizations, Labor Force, Managing Knowledge-Based Organizations, Organizational Change and Transformation, Organizational Culture, Women, Minorities, and Cross-Cultural Management.*

DEBORAH DOUGHERTY, Associate Professor; PhD, Massachusetts Institute of Technology. *Expertise: Organizational Capacities for Sustained Product/Service Innovation in Complex Organizations.*

GEORGE FARRIS, Professor; PhD, University of Michigan. *Expertise: Managing Technological Innovation, Managing Technology, Stimulating Creativity, Technological Entrepreneurs, Technological Innovators.*

VARGHESE P. GEORGE, Assistant Professor; PhD, Massachusetts Institute of Technology. *Expertise: Interfirm Alliances, Organizational Communication, Technological Innovation.*

MICHAEL E. GORDON, Professor; PhD, University of California at Berkeley. *Expertise: Industrial and Labor Relations, Effect of Unions on Employee Behavior.*

ROBERT HOOIJBERG, Associate Professor; PhD, University of Michigan. *Expertise: Leadership Skills and Effectiveness, Using Teams Effectively.*

BARRY KARAFIN, Visiting Professor; PhD, University of Pennsylvania. *Expertise: Management of Technology and Innovation, Strategic Planning, Business Policy, Organizational Analysis and Development, New Product Development and Marketing, and Market Management for Technologists.*

BARBARA E. KOVACH, Professor; PhD, University of Maryland. *Expertise: Career and Personality Assessment, Leadership Development.*

ANAT LECHNER, Visiting Assistant Professor; PhD, Rutgers. *Expertise: New Knowledge Creation and Management.*

DANIEL Z. LEVIN, Assistant Professor; PhD, Northwestern University. *Expertise: Organizational Learning and Knowledge Management, Organizational Change and Innovation, Management of Technology.*

AYESHA MALHOTRA, Assistant Professor; PhD, University of Maryland. *Expertise: International Strategy, Business Strategies of Converging Industries.*

DONALD L. McCABE, Professor; PhD, New York University. *Expertise: Cheating in College, College Education and Ethical Development, Ethical Decision Making.*

dt ogilvie, Associate Professor; PhD, University of Texas at Austin. *Expertise: Creativity in Decision Making, Executive Leadership Strategies, Strategic Decision Making.*

ASHA RAO, Assistant Professor; PhD, Temple University. *Expertise: International/Cross Cultural Management; Japanese Management; Power, Influence and Negotiations.*

WEI SHEN, Assistant Professor; PhD, Texas A&M University. *Expertise: Executive Leadership, Corporate Governance and International Joint Ventures.*

PHYLLIS SIEGEL, Assistant Professor; PhD, Columbia University. *Expertise: CEO Self-handicapping, Executive Compensation, Linkage Between Strategy and Organizational Behavior/Human Resource Management, Organizational Justice and Trust.*

QUICK REFERENCE DIRECTORY: GSM OFFICES AND PROGRAMS

Key to office locations:

MEC: Management Education Center, 111 Washington Street, Newark, NJ 07102 (Rutgers-Newark Campus)

ACKERSON: Ackerson Hall, 180 University Avenue, Newark, NJ 07102 (Rutgers-Newark Campus)

ENGELHARD: Engelhard Hall, 190 University Avenue, Newark, NJ 07102 (Rutgers-Newark Campus)

LEVIN: Janice Levin Building, 94 Rockefeller Road, Piscataway, NJ 08903 (Rutgers Livingston Campus)

Office of the Dean

Howard Tuckman, Dean

MEC 214

hptuckman@eudoraimail.com

973.353.5128

Rosa Oppenheim, Associate Dean for Academic Programs

MEC 224

roppenhe@andromeda.rutgers.edu

973.353.5393

Paul Miranti, Associate Dean for Faculty and Research

MEC 228

miranti@business.rutgers.edu

973.353.5221

Lewis Kerman, Associate Dean, School of Management

Engelhard 109

kerman@andromeda.rutgers.edu

973.353.5737

Martin Markowitz, Associate Dean, School of Business-

New Brunswick

Levin 107

markowit@everest.rutgers.edu

732.445.3600

Aida Torres, Associate Dean for Administration

MEC 226

atorres@business.rutgers.edu

973.353.5124

Paula Henry, Assistant to the Dean

MEC 230

plhenry@andromeda.rutgers.edu

973.353.1326

Patricia O'Toole, Facilities Coordinator

MEC 222

otoole@andromeda.rutgers.edu

973.353.1649

Nicole McCray, Administrative Assistant

MEC 210

nmccray@andromeda.rutgers.edu

973.353.5123

Durelle Jordan, Administrative Assistant

MEC 210

djordan@andromeda.rutgers.edu

973.353.5020

Michele Taylor, Business Aide

MEC 210

mitaylor@andromeda.rutgers.edu

973.353.1725

Caroline Arrington, Unit Specialist

Ackerson 200

cka@andromeda.rutgers.edu

973.353.5735

Communications Office

Dave Muha, Director of Communications

MEC 315

dmuha@andromeda.rutgers.edu

973.353.5177

Judith Mayo, Communications Coordinator

MEC 330-A

jmayo@andromeda.rutgers.edu

973.353.5879

Maria Lozada-Batista, Secretary

MEC 330-B

lozada@andromeda.rutgers.edu

973.353.5129

Development Office

Hyona Revere, Senior Development Officer

MEC 110

hreve@rbs.rutgers.edu

973.353.1327

Terri Suarez, Development Secretary

MEC 130

mtsuar@andromeda.rutgers.edu

973.353.5645

GSM Office of Admissions

Doris Holohan, Assistant Dean of Admissions

Engelhard 115

973.353.1234 ext. 15

holohan@andromeda.rutgers.edu

Glenn Berman, Director of Admissions

Engelhard 115

973.353.1234, ext. 14

gberman@business.rutgers.edu

Janice L. Morrell, Director, Minority Affairs

Engelhard 115

jmorrell@andromeda.rutgers.edu

973.353.5974

Rosalyn Motley, Administrative Assistant

Engelhard 115

motley@andromeda.rutgers.edu

973.353.1234 ext. 12

Stephanie Hayes, Secretary

Engelhard 115

sjkhayes@andromeda.rutgers.edu

973.353.1234 ext. 11

Tishawn Brown-Hatchett, Secretary

Engelhard 115

tishawnb@andromeda.rutgers.edu

973.353.1234 ext. 13

Maria Marin, Secretary

Engelhard Hall 115

mmarin@andromeda.rutgers.edu

973.353.1234 ext. 10

GSM Office of MBA Career Services

Elaine Frazier, Assistant Dean

MEC 223

efrazier@andromeda.rutgers.edu

973.353.5623

Lilia A. Lozarito, Administrative Assistant

MEC 225

lozarito@andromeda.rutgers.edu

973.353.5648

GSM Office of Student Services

Patricia D. Rotonda, Assistant Dean
Engelhard 225
protonda@andromeda.rutgers.edu
973.353.5482

Shruti Devi, Program Associate
Levin 107
devi@andromeda.rutgers.edu
732.445.4046

Mary Ann Albanese, Administrative Assistant
Engelhard 221
malbanes@andromeda.rutgers.edu
973.353.5275

Chonte D. Scott, Administrative Assistant
Engelhard 221
chonte@andromeda.rutgers.edu
973.353.1129

GRADUATE ACADEMIC PROGRAMS**MBA Program**

Douglas Jones, Interim Director
Ackerson 200E
dhjones@rci.rutgers.edu
973.353.5033

Interfunctional Management Team Consulting
Raymond Sasso, Director
Ackerson 300B
sasso@business.rutgers.edu
973.353.1126

Staff Secretary
Ackerson 300A
973.353.5004

Business Communications
Carter Daniel, Director
MEC 312
cdaniel@andromeda.rutgers.edu
973.353.5366

Business and the Arts
Patricia Kettenring, Director
MEC 326
pkettenr@andromeda.rutgers.edu
973.353.5961

Special MBA Programs (Professional Accounting, Executive MBA, and Off-Site MBA programs)

Kathleen Connolly Harmon, Assistant Dean
Ackerson 219
mconnell@andromeda.rutgers.edu
973.353.5028

Rita Wilson Galen, Administrative Assistant
Ackerson 200
rgalen@andromeda.rutgers.edu
973.353.1123

Kathleen Grippi, Secretary
Ackerson 200
kgrippi@andromeda.rutgers.edu
973.353.5227

Executive Master Of Business Administration (EMBA)

Farrokh Langdana, Director
Ackerson 200D
remba@business.rutgers.edu
973.353.5620

Ines Agina, Administrative Assistant
Ackerson 200
agina@andromeda.rutgers.edu
973.353.5015

International Executive MBA

Martin Markowitz, Director
Levin 107
markowit@everest.rutgers.edu
732.445.3600

Robert Hadden, International Programs Coordinator
Levin 124
hadden@business.rutgers.edu
732.445.7429

Professional Accounting MBA

Dan Palmon, Director
Ackerson 200B
pa-mba@business.rutgers.edu
973.353.5511

Cheryl M. Wagner, Program Secretary
Ackerson 200
cwagner@business.rutgers.edu
973.353.5511

Master of Accountancy in Governmental Accounting

Robert Werner, Director
Levin 225
rhwerner@andromeda.rutgers.edu
732.445.4441

Master of Accountancy in Taxation

Jay Soled, Director
Ackerson 316
jaysoled@andromeda.rutgers.edu
973.353.1727

Ph.D. In Management

Nancy DiTomaso, Acting Director
Ackerson 309
phdinfo@phd-business.rutgers.edu
973.353.5371

Narda Acevedo, Departmental Administrator
Ackerson 200F
nacevedo@andromeda.rutgers.edu
973.353.1002

Ana Gonzalez, Secretary
Ackerson 200F
anag@andromeda.rutgers.edu
973.353.5371

ACADEMIC DEPARTMENTS**Accounting and Information Systems**

Dan Palmon, Chair
Ackerson 200B
dan@palmon.com
973.353.5511

Leonard Goodman, Vice Chair
Levin 243A
goodman@business.rutgers.edu
732.445.4396

Jacqueline Adams, Secretary
Ackerson 302
jackiea@andromeda.rutgers.edu
973.353.1644

Terry Cumiskey, Secretary
Levin 243
cumiskey@everest.rutgers.edu
732.445.3540

Daman Sharma, Secretary
Levin 243
sharma@everest.rutgers.edu
732.445.3540

Finance and Economics

Ivan Brick, Chair
MEC 136
ibrick@andromeda.rutgers.edu
973.353.5155

Oded Palmon, Vice Chair
Levin 125
palmon@business.rutgers.edu
732.445.4209

Carmen Corral, Secretary
MEC 132
corral@business.rutgers.edu
973.353.1147

Cietta George, Secretary
Levin 129
cgeorge@andromeda.rutgers.edu
732.445.3907

International Business/Business Environment

Ed Hartman, Chair
MEC 327
hartmane@andromeda.rutgers.edu
973.353.5987

Jacintha Geborde, Secretary
MEC 325
jgeborde@andromeda.rutgers.edu
973.353.1621

Management Science and Information Systems

Ron Armstrong, Chair
Ackerson 212
mprescott@home.com
973.353.5682

Ben Melamed, Vice Chair
Levin 256
melamed@rutcor.rutgers.edu
732.445.3128

Joan Conforti, Secretary
MEC 124
joanc@andromeda.rutgers.edu
973.353.1643

Carol Gibson, Secretary
Levin 234
gibson@everest.rutgers.edu
732.445.3291

Marketing

Barbara Stern, Chair
Ackerson 203
bbstern@aol.com
973.353.5011

L.J. Shrum, Vice Chair
Levin 232A
shrum@business.rutgers.edu
732.445.3816

Mary Morris, Secretary
Levin 232
morris@everest.rutgers.edu
732.445.3516

Dorothy Torres, Secretary
Ackerson 300L
dtorres@andromeda.rutgers.edu
973.353.5266

Kathleen Power, Secretary
MEC 131
kpower@andromeda.rutgers.edu
973.353.1340

Organization Management

Fariborz Damanpour, Chair
MEC 303
fdamanpo@andromeda.rutgers.edu
973.353.5050

Seung Ho Park
Levin 242A
park@business.rutgers.edu
732.445.4458

Alina Goglia, Secretary
MEC 305
goglia@andromeda.rutgers.edu
973.353.1650

Marie Howard, Secretary
Levin 242
howard@everest.rutgers.edu
732.445.3560

TRAVEL DIRECTIONS - NEWARK CAMPUS

By Plane

From Newark Airport:
 The most direct way to the campus is by taxi (about a 15 minute ride). Use the taxi dispatcher on the platform outside the airport lobby. If you don't, you may end up paying more. If you are traveling light, the least expensive way to get to downtown Newark is by the AirLink bus, which goes to Penn Station, Newark, about 10 blocks from the campus. Please visit the Port Authority's Web site for additional travel options and official information: <http://www.panynj.gov/aviation/ewrframe.HTM>

From JFK and LaGuardia Airports:
 The least expensive way to get to Newark is to take an inter-airport limousine/bus to Newark Airport, and proceed from there as outlined above. It is a very expensive, two hour cab ride from Kennedy or LaGuardia airport to Newark. Other transportation options are available. Please visit the Port Authority's Web site for details: <http://www.panynj.gov/aviation/jfkframe.HTM> (for JFK) or <http://www.panynj.gov/aviation/lgaframe.HTM> (for LaGuardia).

By Rail

From Harrison, Jersey City, Hoboken, NYC: PATH to Penn Station Newark.

From NYC and the South: AMTRAK or NJ Transit to Penn Station, Newark.

From Suburban Essex and Morris Counties; NJ Transit to Broad Street Station, Newark

New Jersey Transit information: 800.772.2222.

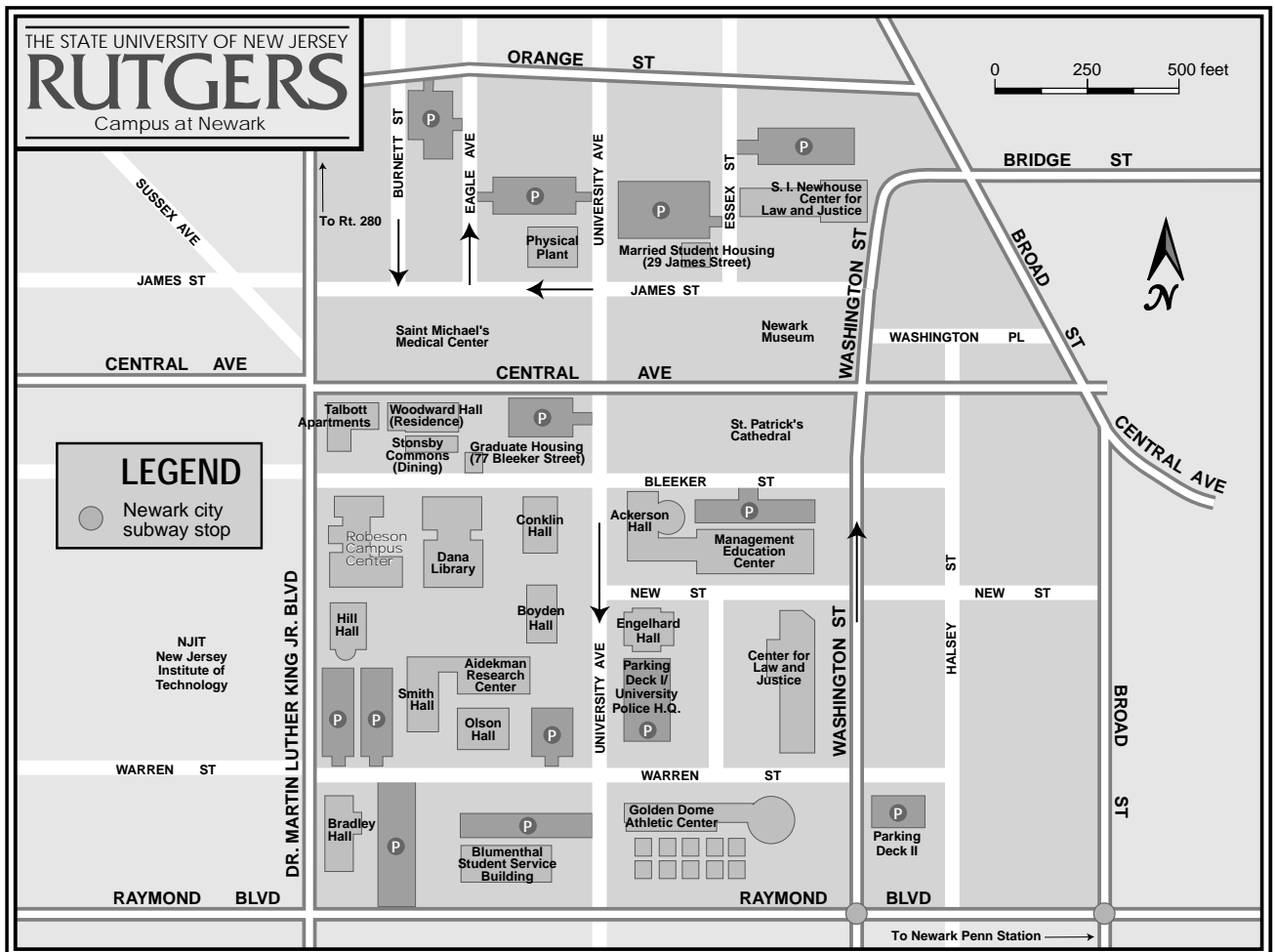
By Newark City Subway: Service between Penn Station, Newark and Belleville. Washington Street station is one block from campus.

By Car

From the Garden State Parkway:
 Take exit 145 to Route 280 East. Continue on 280 to Exit 14; Exit sign reads: "M L King Blvd. & Rutgers University". At the end of exit ramp, make a right turn. At first traffic light make a left onto Orange Street. Turn right at next light onto University Avenue. Continue to Rutgers-Newark Campus.

From the New Jersey Turnpike, Interstate 95:
 Take Exit 15W - Interstate 280 West. Continue on 280 to Exit 14; Exit sign reads: "M L King Blvd & Rutgers University." Turn left at bottom of exit ramp. After going under the highway (I-280), turn left at traffic light onto Orange Street. Turn right at next light onto University Avenue. Continue to Rutgers-Newark Campus.

From Route 78:
 Take Route 78 to the Garden State Parkway and follow directions above.



TRAVEL DIRECTIONS - NEW BRUNSWICK CAMPUS

By Rail

Take Amtrak or New Jersey Transit to the New Brunswick train station. Take taxi (2.9 miles) to Levin Building.

By Bus

Suburban transit from NY or Princeton area to New Brunswick train station. From train station, take taxi (as above).

By Car

Take the New Jersey Turnpike to Exit 9 and follow signs

reading "Route 18 North-New Brunswick." Continue on Route 18, crossing the Raritan River via the Lynch Bridge. Proceed past light at end of bridge onto Metlars Lane. Continue on Metlars Lane until first light (Avenue E). Turn right at light, then continue on Avenue E to the second left (Rockafellar Road). Enter the parking lot in front of the Louis Brown Athletic Center (RAC). The GSM Office of Student Services is located across from the Athletic Center, in the Janice H. Levin Building, Room 107.

Additional Maps, Directions and Information – Both Campuses

For Campus Maps and additional travel directions, please visit: <http://www.rutgers.edu/kiosk/findplaces.shtml>

