

THREE YEAR ACADEMIC CALENDAR (DATES SUBJECT TO CHANGE)

MBA Program

	FALL 1997	SPRING 1998	SUMMER 1998 SESSIONS		
Full Time	September 2 - December 22	January 20 - May 13	SESSION 1 (7weeks)	SESSION 2 (7weeks)	SESSION 3 (14 weeks)
Part Time	September 8 - December 18	January 26 - May 7	May 18-July 2	July 6-August 20	May 18-August 20
	FALL 1998	SPRING 1999	SUMMER 1999 SESSIONS		
Full Time	September 1 - December 22	January 19 - May 12	SESSION 1 (7weeks)	SESSION 2 (7weeks)	SESSION 3 (14 weeks)
Part Time	September 8 - December 17	January 25 - May 6	May 17-July 1	July 5-August 19	May 17-August 19
	FALL 1999	SPRING 2000	SUMMER 2000 SESSIONS		
Full Time	September 1 - December 22	January 18 - May 12	SESSION 1 (7weeks)	SESSION 2 (7weeks)	SESSION 3 (14 weeks)
Part Time	September 8 - December 22	January 25 - May 8	May 15-June 30	July 3-August 18	May 15-August 18

MBA in Professional Accounting Program

	FALL 1997	SPRING 1998	SUMMER 1998 SESSIONS	
	September 8 - December 12	February 9 - May 8	Continuing Students May 18 - July 1	New Students May 26 - August 14
	FALL 1998	SPRING 1999	SUMMER 1999 SESSIONS	
	September 8 - December 11	February 10 - May 9	Continuing Students May 17 - July 30	New Students June 1 - August 10
	FALL 1999	SPRING 2000	SUMMER 2000 SESSIONS	
	September 13 - December 17	February 7 - May 5	Continuing Students May 15- July	New Students May 23 - August 18

*For Executive MBA and other degree programs, please refer to the program descriptions and/ or call the department for information regarding their academic calendars.

It is the policy of Rutgers, The State University of New Jersey to make the benefits and services of its educational programs available to students without regard to race, religion, color, national origin, ancestry, age, sex (except for Douglass College, which is entitled by law to remain a single-sex institution), sexual orientation, handicap, marital status, or veteran status.

MISSION
STATEMENT FOR
RUTGERS FACULTY
OF MANAGEMENT

Rutgers Graduate School of Management, along with the undergraduate School of Management-Newark, and School of Business-New Brunswick, constitute the Faculty of Management, which has adopted the following three-part mission statement:

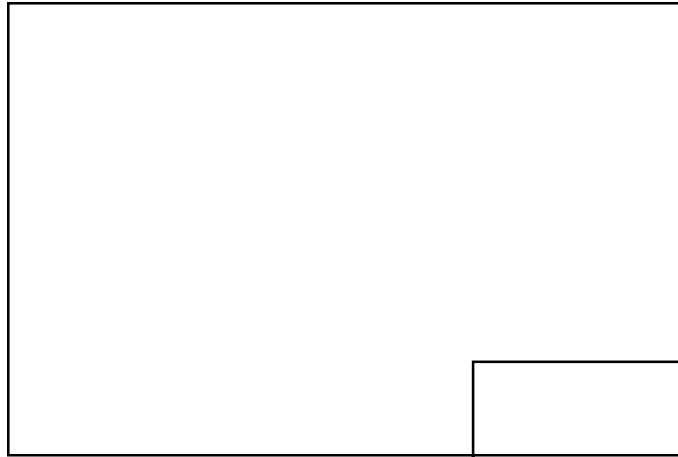
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1. We are a teaching institution at both the graduate and undergraduate levels. We prepare students to encounter professional challenges, instilling in them the desire for life-long learning, and the critical thinking and versatility needed to prevail in the global marketplace.
 2. We are a research institution dedicated to advancing the theory, analysis and practice of management. We employ the rigor of the scientific method to develop theoretical and empirical insights into financial and managerial processes and strive to communicate our discoveries to our peers through the most prestigious publication outlets in our fields.
 3. We are a service institution. We never lose sight of our role within the State of New Jersey: to be a visible force for economic change and development and a facilitator of managerial and business processes. We are dedicated to enhancing the quality of life in New Jersey and beyond.

As an institution offering a full spectrum of MBA and joint masters programs at multiple locations throughout the state, our ties to the business community both enhance our academic rigor and provide students with access to achieving their career objectives. As an urban undergraduate institution, we attract a multicultural, diverse populations of frequently first-generation students. Nonetheless, as a Ph.D.-granting center, our research faculty must serve as role models and mentors in the painstaking process of nurturing the next generation of scholars. Consequently, the faculty must possess a portfolio of qualities that, in its entirety, provides balance and symmetry to accomplish this tripartite mission.

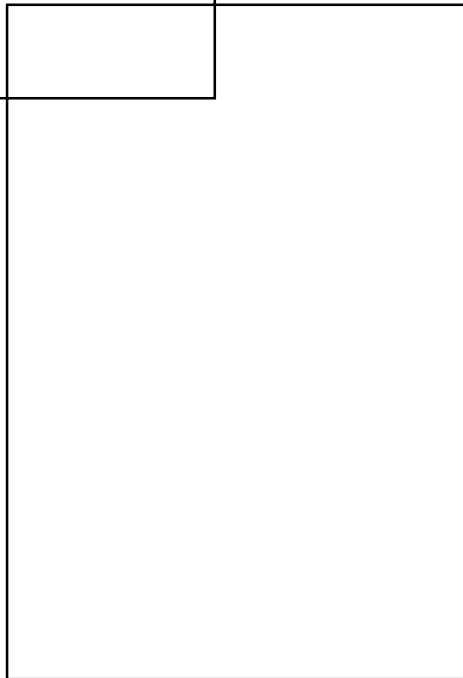
Rutgers Faculty of Management
Rosa Oppenheim, Acting Dean

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Management Education Center
Rutgers Newark Campus



Janice H. Levin Building
Rutgers Livingston Campus

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DEGREE PROGRAMS OFFERED

Master of Business Administration (MBA)
 Executive MBA
 MBA in Professional Accounting
 Master of Accountancy in Taxation
 Master of Accountancy in Governmental Accounting

Ph.D. in Management
 Joint and Dual Degrees:
 Master of Public Health/Master of Business Administration (MPH/MBA)
 Juris Doctor/Master of Business Administration (JD/MBA)
 MBA/Master of Science in Biomedical Sciences (Pending)

Bachelor of Arts/Master of Business Administration (BA/MBA)
 Bachelor of Science/Master of Business Administration (BS/MBA)
 Complete description and requirements for degrees are located in their individual sections of this guide.

FULL-TIME MBA PROGRAM

Master of Business Administration (MBA) Degree
 T. Edward Hollander, Director
 Ackerson Hall
 (973) 353-5226
 tholland@gsmack.rutgers.edu

■ Full-Time MBA Program

The full-time MBA is offered at the Newark and New Brunswick campuses.

The first full year of required core courses is offered at the New Brunswick and Newark campuses during the day. The second year of the full-time MBA Program is offered during the day only at the Newark campus. The second year includes six credits of interfunctional team consulting and electives. Electives offered during the day in finance and marketing are sufficient to meet the concentration requirements in those two areas. Other elective courses also will 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: qualifying requirements; a 30 credit core, including 3 integrative course credits; a 6 credit interfunctional team consulting course requirement, and 24 credits of elective courses.

Qualifying Requirements
 Incoming full-time students are expected to demonstrate competence in calculus and 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 on the summer preceeding enrollment.

Students admitted Fall 1996 or later who have completed prior 3-credit courses in calculus and/or statistics with a grade of B or better will have satisfied the MBA qualifying requirements. A completed course which carries the title "calculus" and "statistics" is presumed to meet the requirements. A 3-credit, college-level course in mathematics which 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 the following areas: descriptive statistics, probability, probability distributions, normal distribution, sampling distribu-

tions, 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."

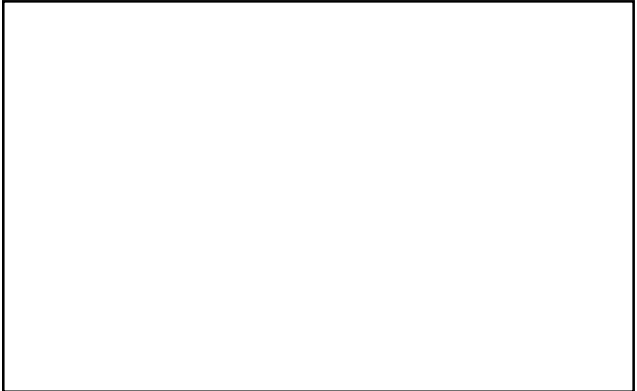
Otherwise, all incoming students must complete two-credit courses in calculus and/or statistics during the first trimester of enrollment. The courses are offered in the evening fall and spring trimesters. Credits for calculus and/or statistics courses taken at GSM during the first trimester of enrollment 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 qualifying 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, spread sheet, 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 personal computer is required for full-time students. Contact the Office of Admissions for information at (973)353-1234.



FULL TIME MBA PROGRAM, CONT.

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

Course #	Title	Credits	Term
22:010:502	Concepts and Practice of Financial Communication	2	Fall
22:010:503	Supporting Managerial Decisions	1	Fall
22:373:510	Business Presentations	2	Fall
22:223:520	Macroeconomic Policy	2	Fall
22:223:521	Economic Analysis & Economics of Industrial Organization	2	Fall
22:390:522	Analysis of Investment & Corporate Finance	2	Spring
11:198:504	Introduction to Information Technology	1	Fall
22:101:505	Information Systems: Design & Development	1	Spring
22:373:531	Law and Legal Reasoning in Business	2	Fall
22:373:534	Global Business	2	Spring
22:620:540	Managing People	2	Fall
22:630:550	Marketing & Design Strategy	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 (effective Fall 1998)			
Interfunctional Team Consulting:			
22:373:512	Global Strategy	1	Fall
22:620:542	Strategic Management	1	Fall
22:620:543	Interfunctional Team Consulting Program I	2	Fall
22:620:544	Interfunctional Team Consulting Program II	2	Spring

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

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*
- Computers and Information Systems
- Economics*
- Entrepreneurial Management
- Finance
- Human Resources Management
- International Business
- Management Accounting*
- Management of Innovation and Technology
- Marketing

- Operations Management
- Professional Accounting
- Strategic Management
- Management Consulting

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

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.

FULL TIME MBA PROGRAM, CONT.

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.

INTERNATIONAL EXCHANGE PROGRAMS

Rutgers Graduate School of Management offers exchange programs with well-regarded European graduate schools. Depending on the program selected, the courses offered and the language 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.

England

University of Hull: Located within striking distance of the historic walled town of York and the enchanting cathedral town of Lincoln with its Roman roads and fortifications, the University of Hull excels in the fields of accounting and finance.

Trimesters available: Fall or Spring
Language of instruction: English

Cambridge University: "Northwest Europe—Open for Business: An Appraisal of England, The Netherlands, Belgium and France."

This fast-paced and intense educational and cultural experience spans four countries and an equal number of cultures, languages and business practices. This 3-credit program is conducted by Cambridge International, affiliated with Cambridge University, UK.

This program commences in London followed by two days at Cambridge University. Then across the Channel to Belgium for a visit to the headquarters of the European Commission in Brussels. Seminars in the Netherlands, Northern France and Calais terminate in a ride back to London via the Channel Tunnel.

Participants will be exposed to the challenges of labor markets, infrastructure defects, currency fluctuation and differences in technical standards. Each student will write a short paper in the form of a "Consultant's Report" to the Board of a hypothetical US corporation contemplating operation in North-West Europe. This report will highlight the advantages and disadvantages of each of the visited sites for the proposed European Expansion.

France

Ecole Supérieure de Commerce (ESC) at Montpellier: Ranked as one of France's premiere business schools by La Nouvelle Economiste, based on its international course offerings and reputation among French business leaders, this ESC offers a unique opportunity. Exchange students spend two full trimesters and a guaranteed working internship for a true immersion in the European business scene.

Trimesters of residence: Fall and Spring
Language of instruction: French (including completion of a thesis in French)

ESC at Nice - The Ceram Groupe: Nestled in the hills of France's "silicon valley," this ESC specializes in management of high-technology firms. One trimester of elective-level courses is available to exchange students.
Trimesters available: Fall or Spring
Language of instruction: English

ESC at Rennes: Rennes, located on the picturesque Brittany coast, offers elective-level courses to exchange students who want to study abroad for

one trimester. Students may also opt to attend for two full trimesters, which would earn them a Master of Science in Economics conferred by the University of Sheffield (England).

Trimesters available: Fall or Spring
Language of instruction: English

ESC at Tours: Only 55 minutes by train from Paris, Tours is located in the heart of the Loire Valley. Two study-abroad options are available.

Fall trimester: A Masters of International Management degree brings together French students with students and faculty from English speaking countries. Exchange students are expected to take advanced elective courses in international economics, international management, international marketing and logistics.

Summer trimester: One 3-credit elective course, "Doing Business In Europe," is offered over a period of two weeks. 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.

Language of instruction: English.

The Netherlands

University of Maastricht: An innovative instructional method is used at this Faculty of Economics - Problem Based Learning. Students are divided into groups and 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 100,000 people, there are 6,000 university students, making for a warm, friendly atmosphere.

Trimesters available: Fall or Spring
Language of instruction: English

For further information, please contact Assistant Dean Patricia Rotonda, (973) 353-5482

PART TIME MBA PROGRAM

■ 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: qualifying requirements, a 31 credit core, a 5 credit integrative course requirement, a 3-credit MIS breadth requirement; and elective courses.

Qualifying 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 courses in calculus and statistics with a grade of B or better will have satisfied the MBA qualifying requirements. A completed course which carries the title "calculus" and "statistics" is presumed to

meet the requirements. A 3-credit, college-level course in mathematics which 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 three-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 they do not carry the title "calculus" and/or "statistics."

PART TIME MBA PROGRAM, CONT.

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 qualifying 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. No exception to this requirement will be made for any reason. 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.

Note: Holders of Ph.D. degrees for the U.S and Canada are exempt from this requirement.

International students whose undergraduate instruction was in a language other than English are given a test in English as a Second Language and may be required to take one or more courses in the Program in American Language Studies prior to enrolling in Business Communications.

Computer Proficiency: It is advisable for students to have basic knowledge in the following: the use of a word processor, use of a spread sheet, and data- base program, 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:

<u>Course#</u>	<u>Title</u>	<u>Credits</u>
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:

<u>Course#</u>	<u>Title</u>	<u>Credits</u>
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:

<u>Course#</u>	<u>Title</u>
22:373:612	International Business Policy (3 credits)
	or
22:620:611	Business Policy (3 credits) and an additional elective course

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 and return it to the Interfunctional Consulting Program Director.

Elective Courses (up to 21 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). 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.

PART TIME MBA PROGRAM, CONT.

Concentrations are available in the following areas:

- Applied Statistics*
- Computers and Information Systems
- Economics*
- Entrepreneurial Management
- Finance
- Human Resources Management
- International Business
- Management Accounting*
- Management of Innovation and Technology
- Marketing
- Operations Management
- Professional Accounting
- Strategic 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 (Dan Palmon, Accounting and Information Systems; Ron Armstrong, 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 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. 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.

The following exchange programs are open to part-time students—see page 6 for descriptions.

INTERNATIONAL EXCHANGE PROGRAMS - PART-TIME MBA STUDENTS

ESC at Tours: Only 55 minutes by train from Paris, Tours is located in the heart of the Loire Valley. Summer trimester: One 3-credit elective course, "Doing Business In Europe" is offered over a period of two weeks. 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. Language of instruction: English.

Cambridge University: "Northwest Europe—Open for Business: An Appraisal of England, The Netherlands, Belgium and France."

This fast-paced and intense educational and cultural experience spans four countries and an equal number of cultures, languages and business practices! This 3-credit program is conducted by Cambridge International, affiliated with Cambridge University, UK.

This program commences in London followed by two days at Cambridge University. Then across the Channel to Belgium for a visit to the headquarters of the European Commission in Brussels. Seminars in the Netherlands, Northern France and Calais terminate in a ride back to London via the Channel Tunnel.

Participants will be exposed to the challenges of labor markets, infrastructure defects, currency fluctuation and differences in technical standards. Each student will write a short paper in the form of a "Consultant's Report" to the Board of a hypothetical US corporation contemplating operation in North-West Europe. This report will highlight the advantages and disadvantages of each of the visited sites for the proposed European Expansion.

For further information, please contact Assistant Dean Patricia Rotonda, (973) 353-5482

PART TIME CORE COURSES

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)	NC
620:585	Organization Behavior	3
010:577	Accounting for Managers	3

PART TIME CORE COURSES AND SUBSTITUTIONS 	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 which satisfy these requirements are as follows:

<u>Courses with the subject numbers of:</u>	<u>Satisfy Requirement</u>
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.

CORE SUBSTITUTION LIST

Courses taken to satisfy breadth requirements cannot also be used toward a concentration.

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

PART TIME CORE COURSES AND SUBSTITUTIONS

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

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

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

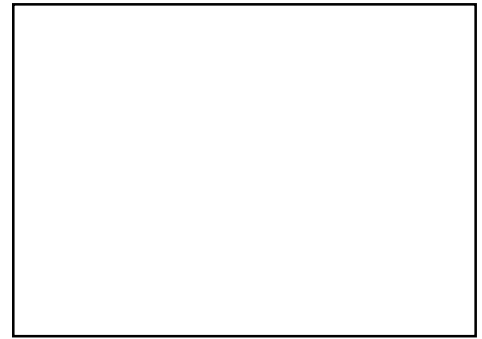
22:223:591	Aggregate Economic Analysis
22:223:604	Analysis and Forecasting of Business Conditions
26:223:553	Macroeconomic Theory

22:373:592	Legal Environment
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Normally acceptable substitutes. Contact department head for exceptions.

22:373:593	International Business Environment
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Any 600-Level international course



Interfunctional Management Consulting Program

OTHER DEGREE PROGRAMS

■ Executive Master of Business Administration (EMBA) Program

Farrokh Langdana, Director
Ackerson Hall 200D
(973) 353-5620
remba@gsmack.rutgers.edu
web site: <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 each trimester 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 Prague, 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

Allan Roth, Director
Dave Evers, International Programs Coordinator
973/353-4866
devers@andromeda.rutgers.edu

Modeled after the NJ Rutgers MBA are EMBA programs offered by Rutgers in Singapore and Beijing.

■ Ph.D. in Management

Glenn Shafer, Director
Ackerson Hall
(973) 353-5371
email: phdinfo@phd-business.rutgers.edu

The Rutgers University Ph.D. in Management program trains students for careers in teaching and research in business management. The Ph.D. program is offered in cooperation with Rutgers Faculty of Management and the New Jersey Institute of Technology (N.J.I.T.). For more information, please contact the Ph.D. in Management Program office for a program brochure.

Narda Acevedo, Assistant Director
Ackerson Hall, Room 200F (973) 353-1002

Ms. Acevedo provides administrative support for the program, handles all registration, provides direct services for the Ph.D. students, and approves MBA student requests to register for doctoral courses. Please call for more information and course descriptions.

■ MBA in Professional Accounting Program

Ephraim Sudit, Director
Ackerson Hall, Room 200B (973) 353-5241
sudit@andromeda.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.

For more information on the program, please contact the director.

OTHER DEGREE PROGRAMS, CONT.

Master of Accountancy in Governmental Accounting
 Robert Werner, Director
 Levin Building
 Rutgers New Brunswick-Piscataway
 werner@everest.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 Ann Medinets, 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
 jsoled@gsmack.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	Credits
Business Ethics	3
Corporate Income Taxation	3
Partnership Taxation	3
Tax Aspects of Business Management/Basic Income Taxation	3
Tax Practice and Procedure	3
The Legal Environment	2

Elective Courses	Credits
Advanced Corporate Taxation	3
Consolidated Returns	3
Federal Estate and Gift Taxation	3
Federal Income Taxation of Trusts and Estates	3
Federal Tax Law Clinic	6
Pension and Profit-Sharing Plans	3
Tax Exempt Entities	3

Seminars	Credits
Estate Planning Seminar	2
International Tax Seminar	2
State and Local Tax Seminar	2
Tax Policy Seminar	2

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.

■ **Joint and/or Dual Degree Programs**

Degrees Offered:
 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/B.S. in Biomedical Sciences (offered with UMDNJ)

Degree Requirements for Dual 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 complete 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.

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

OTHER DEGREE PROGRAMS, CONT.

** 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

Field Requirements

5 credits from the Interfunctional Management Consulting Program

For more information, contact one of the following academic advisers:

Sherie Wolpert, M.P.H.,
Program Coordinator
Dual Degree MPH/MBA
732/235-5226

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
The candidate for this degree usually must complete one full year of courses at either of the Rutgers Law Schools and then apply to the Graduate School of Management. The GMAT test is required. If accepted, the candidate must then fulfill all the degree requirements for the JD degree; the GSM will permit the student to substitute a law school course for 22:373:592 Legal Environment and will accept up to 12 credits of Law School courses toward free electives in the MBA program. The candidate will complete a total of 49 MBA credits.

Full-time students at the School of Law, Newark may present the LSAT in lieu of the GMAT for admission to GSM. If accepted to this dual-degree program, the candidate may then present 12 credits of GSM course work toward the School of Law-Newark degree. GSM will accept law school courses as indicated in the above paragraph. For information contact Professor T. Edward Hollander, Director of the MBA program, at 973-353-5226.

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 22:835:510 and 22:835:511 (Business Law I and II) 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 MBA degree credits (approximately 48 credits) and the MBA degree is conferred.

Master of Biomedical Sciences/MBA (under development)

Please contact Professor T. Edward Hollander, Director of MBA Program, (973/353-5226).

■ 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. 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 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 other 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. 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. For further information please call Special MBA Programs, (973) 353-1697.

■ 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	1.00
F	Failed	0.00

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. Requests for extension of these deadlines must be made to the faculty member. Justified reasons for the submission of the grade of INC might include the following:

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

GRADING

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 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.

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 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.

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. Question, call (732) 932-8429.

■ 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.

■ Residency Requirement

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

■ 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. The instructor's policy on attendance should be made clear to students during the first class meeting.

■ 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. All readmitted students will be required to pay a non-refundable, nontransferable \$300.00 tuition deposit for the intended date of reentry plus application fee. Readmitted students are 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

MBA Degree Requirements

The general MBA degree program requires 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.

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. The Diploma Application form must be mailed to the Commencement Department, Rutgers, The State University, P.O. Box 1360 Piscataway, NJ 08855-1360:

Mail by October 2 for the diploma dated October; by January 2 for the diploma dated January; and by 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.

TUITION AND FEES

■ Tuition and Fees Schedule for
1997-98 Academic Year*

TUITION	
Full-time New Jersey resident (per trimester)	\$ 4,204.00
Full-time non-New Jersey resident (per trimester)	6,269.00
Part-time New Jersey resident (per credit)	348.00
Part-time non-New Jersey resident (per credit)	520.00
STUDENT FEES	
Full time (12 credits or more per trimester)	243.67
Part-time (9 credits or less per trimester)	76.67
COMPUTER FEE (PER TRIMESTER)	
Full-time (12 credits or more per trimester)	50.00
Part-time (9 credits or less per trimester)	10.00
RESOURCE FEE (PER TRIMESTER)	
Full-time (12 credits or more per trimester)	100.00
Part-time (9 credits or less per trimester)	48.00
OTHER FEES	
Drop/Add fee (per transaction after second week of trimester)	5.00
Application fee	40.00
Return check service fee	15.00
Qualifying examination fee (per examination)	50.00
Transcript fee (each)	3.00
Tuition deposit, nonrefundable	300.00
Late payment fee (for one day to one week)	
For payment after date indicated on trimester bill or any check not honored for payment	50.00
Plus additional for each additional week late	5.00
Partial payment fee (per transaction)	10.00
Return check service fee	15.00
Late payment fee for partial payments (one day to one week)	10.00
For each additional week or part thereof	5.00

Housing Rates, Newark Campus

Talbot Apartments	
Single room, 9 month	\$4,042/year (includes \$180 Res Ed Fee) ... \$2,021/Semester
Single room, 12 month	4,856/year (includes \$270 Res Ed Fee) 2,428/Semester
Double room, 9 month	3702/year (includes \$186 Res Ed Fee) 1,851/Semester
Double room, 12 month	4,458/year (includes \$270 Res Ed Fee) 2,229/Semester
Woodward Hall	
Single room, 9 month	3,462/year (includes \$270 Res Ed Fee) 1,731/Trimester

Family Housing

1 bedroom	\$628.00/month
2 bedroom	557.00/month
Efficiency	433.00/month
PALS Program: 7 week program - \$926	
Students under the age of 22 living in Woodward must have a meal plan. For meal plan prices call (973) 353-5568	

Housing Rates, New Brunswick Campus

Please call the office of Graduate Housing for New Brunswick housing rates: (732) 445-2215

Note: Rutgers reserves the right to alter the schedule of tuition, fees, and other charges at any time before the first day of classes of a trimester. Breakage and damage to University property will be charged in full. The University is not responsible for loss by fire or theft of private property in its buildings.

Inquiries: Questions about tuition bills and financial obligations to the University should be directed to: Cashier's Office, 249 University Avenue, Newark, New Jersey 07102-1895, (973) 353-5265

Student Fee: Provides financial support for student activities, student accident insurance, and intercollegiate athletics. In addition, the fee is used to amortize the construction loan for the local college center and to provide partial support for overhead operating costs of general facilities that are available to students.

*Due to the early date of this publication, 1998-99 tuition figures were not available for inclusion. Please contact the Office of Student Services for current schedule of fees, (973) 353-1057.

TUITION AND FEES

PAYMENT OF TERM BILLS

ResidencyStatus

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.

NewStudents

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.

ContinuingStudents

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.

PartialPaymentPlan

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.

ActivationofRegistration

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-PaymentPenalties

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 the 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.

LateRegistration

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

TerminationofRegistration

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 attorney's fees may be assessed against the student. In addition, no student or former student may obtain a transcript of his or her academic record or his or her 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.

■ 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:

1. 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 002631). 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 (1995). 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/financialaid>

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.

2. 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

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.

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.

FINANCIAL AID,
CONT.

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.

AWARDS FOR
GRADUATING
STUDENTS

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.

American Marketing Association Award (New Jersey Chapter)
For the student doing the most outstanding work in the field of marketing.

Edmund L. Houston Foundation/Alfreda Robinson Award
For the African-American MBA graduate who demonstrates great achievement as well as evidence of entrepreneurial achievement.

Merrill Lynch, Pierce, Fenner and Smith 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.

Prudential Arts Management Scholar
Awarded to a graduating student to recognize his/her outstanding achievement both academically and in his/her chosen field as an arts manager.

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.



Sales Executives Club of NJ Foundation Award II
Given to the student who has demonstrated excellence in the study of sales management and marketing.

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 year to a student selected by the Dean of the School.

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.

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.

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 which 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 and 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).

CONDUCT AND DISCIPLINE, CONT.

- 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 or 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.

CONDUCT AND DISCIPLINE

- 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 trimesters 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

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.

COURSE LISTINGS

■ 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.

DEPARTMENTS

Accounting and Information Systems
 Finance and Economics
 International Business and Business Environment

Management Science and Information Systems
 Marketing
 Organization Management

CONCENTRATIONS

Concentrations are available in the following areas:

Applied Statistics
 Computers and Information Systems
 Economics
 Entrepreneurial Management
 Finance
 Human Resources Management
 International Business
 Management Accounting*
 Management of Innovation and Technology
 Marketing
 Operations Management
 Professional Accounting
 Strategic Management

*not always available

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

Accounting And Information Systems Department - 010 and 835

- 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 Estates & Gift Taxation
- 22:010:628 Contemporary Problems in Accounting Theory for Complex & Multinational Organizations
- 22:010:649 Financial Accounting for Arts Non-Profits
- 22:835:501 Accounting Principles and Problems
- 22:010:502 Concepts and Practice of Financial Communication
- 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
- 22:010:611 Advanced Auditing Theory and Practice
- 22:010:612 Corporate Tax Planning & Research



Engelhard Hall

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. This course also covers 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 the use within the business entity.

22:010:505 Information Systems: Design & Development(1)

This course provides an understanding of the hardware, software, and other components of computer systems; it surveys file and database management systems, telecommunication and networks, analysis, design and development of computer-based information systems, and evaluation of computer acquisitions. It also incorporates the fundamentals of the C programming language as well as hardware and software components of a computer system. Topics from systems analysis, file and database systems, and telecommunications are covered as time permits.

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 the 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 student 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

ACCOUNTING AND
INFORMATION
SYSTEMS, CONT.

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

22:010:649 Financial Accounting for Arts Non-Profits

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

The Rutgers MBA in Professional Accounting program has been an ongoing program since 1956. The program is offered over a 14 month period on the Rutgers Newark campus. Graduates of the program are eligible to take the uniform CPA examination.

The MBA program in Professional Accounting is the recipient of a grant from the Accounting Education Change Commission, which was established by the profession to encourage improvement in accounting curricula. As a first-round recipient, Rutgers University has accepted the challenge to integrate accounting and non-accounting courses and introduce leadership development as a component of the curriculum.

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 qualifying requirements and 711:574

22:835:603 Tax Aspects & Business Management(3)

Enables student 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 the 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, flow charting, 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, 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

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.
Master of Accountancy in Taxation Courses

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

Involves extensive case analysis and presentation of findings on tax planning form 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 Estate and Gift Taxation (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 into 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

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.

22:010:645 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

22:010:646 Special Topics: Strategic Cost Management(3)

The focus in this course is on the place and role of cost management within the corporate strategic planning framework. Relationships between the structure and conduct of cost management and the missions and objectives of business enterprises are investigated. Tradeoffs among quality, efficiency, and effectiveness are analyzed. Ways to integrate cost management and quality management are explored. Landmark research and cases of strategic cost and quality management practices are evaluated and discussed in detail.

ACCOUNTING AND
INFORMATION
SYSTEMS, CONT.

22:010:648 Special Topics: Wired for the
Technological Future (3)

"What Business Professionals Have to Know About Cyberspace" is an MBA elective course introducing students to the main ideas, fundamental technology, and current business problems related to the development of the Internet and Electronic Commerce. The technological issues covered in the course include all the major Internet services (World Wide Web, Email, telnet, ftp, newsgroups), the discussion of how the Internet really works, as well as the emerging technologies like Mbone and the virtual corporation and electronic commerce, the marketing and legal problems of Cyberspace, the virtual communities, and the financial and accounting resources on the Internet.

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

PH.D. 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)
Prerequisite: 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 AND
ECONOMICS

Ivan Brick, Chair
Oded Palmon, Vice Chair

Finance and Economics Department - 390 and 223

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 Business Finance
- 22:390:607 Financial Issues in Regulation
- 22:390:608 Portfolio Management
- 22:390:609 Options/Derivatives
- 22:390:610 Current Topics in Economics & Finance
- 22:390:645 Topics in Finance

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
- 22:223:603 Economics of Industry Structure
- 22:223:604 Analysis & Forecasting of Business Conditions
- 22:223:605 Cost Benefit Analysis
- 22:223:606 Public Utility & Regulation
- 22:223:641 International Trade & Macroeconomics

CORE COURSES: FULL-TIME MBA PROGRAM

- 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 objective 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.

- 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 microeconomic 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.

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: Fulfillment of Calculus/Statistics qualifying requirement, working knowledge of spreadsheet analysis, and 010:577. Recommended prerequisite: 960:576. Recommended co-requisites (i.e., should be taken earlier or concurrently): 223:581, 223:591.

- 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 qualifying requirement.

- 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 qualifying requirement and (recommended) 223:581

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, 223:581, 390:587 or 711:574, and 960:576, 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, 223:581, 373:592, 373:593 and 390:587, co-requisites: 223:591 and 373:593.

- 22:390:604 Financial Institutions and Markets (3)

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, 223:581, 223:591, 373:592, 373:593, and 390:587, 711:574. Co-requisites: 711:574 and 960:576.

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, 223:581, 373:592, 373:593, 390:587, 711:574 and 960:576. Co-requisite: 223:591.

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, 223:581, 223:591, 373:592, 373:593, 390:587 and 960:576.

22:390:607 **Financial Issues in Regulation(3)**

Provides comprehensive survey of the financial factors involved in the regulation of public utilities and similar industries including theory of regulated industry, regulation of rates of return, rate structure and financial structure as they apply to public utilities. Prerequisites: 010:577, 223:581, 223:591, 373:592, 373:593, 390:587, 711:574, 960:576 and 390:603.

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, 223:581, 223:591, 373:592, 390:587, 711:574, 960:576, 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, 223:581, 223:591, 373:592, 373:593, 390:587, 711:574, and 960:576. 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, 223:581, 223:591, 373:592, 390:587 and 960:576.

22:390:641 **Special Topics: Analysis of Fixed
Income Securities**

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.

22:390:643 **Special Topics: Managing Cash Flows**

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.

22:390:644 **Special Topics: Financial Security Analysis**

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.

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: 010:577, 223:581, 223:591, 373:592, 373:593, 390:587, 711:574, and 960:576, plus 630:586 and (recommended) 010:602 or 390:605.

22:390:647 **Special Topics: Financial Bankruptcy &
Workouts**

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.

22:390:649 Special Topics: Small Business Finance

The financing problems that face a new and/or small business can be broken into financial planning, valuing and raising capital. While these topics were 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, and so forth).

MBA ELECTIVES - ECONOMICS

22:223:601 Economic Analysis of Management Decisions(3)

Objectives of management are viewed in terms of optimization principles developed and applied in modern economic analysis. Emphasizes mastery of the techniques of microeconomic 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, 223:581, 223:591, 390:587, 711:574, 711:578 and 960:576.

22:223:602 Economics of Industry Regulation(3)

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 objective 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, 223:581, 223:591, 373:592, 390:587 and 960:576.

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, industry and sales forecasts for the individual firm. Prerequisites: 010:577, 223:581, 223:591, 390:587 and 960:576.

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, 223:581, 223:591, 390:587, 960:576, and (recommended) 390:605.

22:223:606 Public Utility Regulation(3)

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

22:223:640 Special Topics: Modeling and Analyzing Competitive Bidding

The basic focus of the course will be 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 qualifying requirement. Those who have not seen even the rudiments of game theory will face some extra reading early in the course.

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, 223:581, 223:591, 373:592, 373:593, 390:587 and 960:576

PH.D. IN MANAGEMENT COURSES - FINANCE

26:390:571 Survey of Financial Theory(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 Financial Management Techniques(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

PH.D. 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

26:223:659 Advanced Microeconomic Theory(3)

Prerequisites: 26:223:552, 26:223:553, 26:223:554

FINANCE AND
ECONOMICS, CONT.

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

22:390:607 Financial Issues in Regulations

22:390:608 Portfolio Management

22:390:609 Options/Derivatives

22:390:610 Current Topics in Economics and Finance

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 Financial Management Techniques

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

22:223:641 International Trade & Macroeconomics

22:223:606 Public Utility Regulation

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

26:223:658 Advanced Topics: Microeconomics II

26:223:659 Advanced Macroeconomic Theory

INTERNATIONAL
BUSINESS AND
BUSINESS
ENVIRONMENT,
CONT.

Jerry Rosenberg, Chair

International Business/Business Environment Department

- 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 Managerial Law
- 22:373:605 International Business Law
- 22:373:606 Regulation of Securities 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
- 22:373:640 Ethics in Business
- 22:373:641 Business and the Arts
- 22:373:642 Fundraising and Resource Development for Arts Non-Profits
- 22:373:646 Contemporary Issues in International Business

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

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

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 for the rest of their business careers. 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 economies 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. Prerequisite: this is a course targeted at students in the second year of the program. Electives-International Business

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 Economies(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.

INTERNATIONAL BUSINESS
AND BUSINESS ENVIRONMENT

INTERNATIONAL
BUSINESS AND
BUSINESS
ENVIRONMENT,
CONT.

22:373:612 InternationalBusinessPolicy(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 developing 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 RegionalEconomicIntegration(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 InternationalMarketing(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.

22:373:640 SpecialTopics:GlobalBusiness,
GovernmentsandDynamicCompetitiveness

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 (bio-tech companies), and is international scope. Because of their importance in charting each industry's dynamic change, joint ventures, alliances and networks behaviors will be studied.

22:373:643 SpecialTopics:CompetitiveIntelligence
andAnalysis

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 all 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 ContemporaryIssuesin
InternationalBusiness(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.

MBA ELECTIVES - BUSINESS ENVIRONMENT

22:373:602 ManagementandPublicPolicy(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 ManagerialLaw(3)

Investigates areas of public law that regulate the activities of business. Explores the corporation as a legal construct subject to public regulation. Emphasis is on social responsibility and ethical considerations in business. Constitutional law and business and contract law are the contexts within which these areas will be examined.

22:373:606 RegulationofSecuritiesMarkets(3)

Introduces the laws regulating the structure and operation of the securities markets in the U.S. Subjects covered: background and objectives of the federal securities laws; disclosure requirements under the Securities Act of 1933 and the Securities Exchange Act of 1934; registration of securities in connection with public offerings; periodic reporting and proxy requirements; tender offers and takeovers; regulation of stock exchanges, broker-dealers and investment advisers; and regulation of investment companies under the Investment Company Act of 1940.

22:373:613 BusinessHistory(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.

22:373:619 EthicsinBusiness(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 fiction will be employed.

22:373:641 BusinessandtheArts(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.

22:373:642 FundraisingandResourceDevelopmentfor
ArtsNon-Profits

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.

MBA ELECTIVES - REAL ESTATE

22:373:608 FundamentalsofRealEstate(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 value and internal rates of return, and considers the prioritization of returns to owner/investor vs. lender.

22:373:609 LandUseandUrbanDevelopment(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 RealEstateInvestment(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.

PH.D. IN MANAGEMENT COURSES -
INTERNATIONAL BUSINESS

26:553:603 InternationalTradeandInvestment(3)

26:553:605 NationalInnovationPoliciesand
InternationalBusiness(3)

26:553:607 Governments,Competitivenessand
InternationalBusiness(3)

26:553:609 GlobalBusiness-DevelopingandMarketing
TransitionEconomies(3)

Concentrations offered through this department:

InternationalBusiness

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

Takeanyfourofthefollowing:

22:373:612 InternationalBusinessPolicy

22:373:605 InternationalBusinessLaw

22:390:606 InternationalBusinessFinance

22:373:617 InternationalMarketing

22:223:641 InternationalTradeandMacroeconomics

22:373:616 CurrentIssuesinInternationalBusiness*

or

22:373:646 ContemporaryIssuesin
InternationalBusiness*
616 or 646, not both

Other International Business courses, including Ph.D. level courses, may be taken toward the concentration with special permission of the department advisor.

MANAGEMENT
SCIENCE AND
INFORMATION
SYSTEMS

Ron Armstrong, Chair
Michael Katehakis, Vice Chair

Management Science and Information Systems Department

COMPUTERS - 198

- 11:198:504 Introduction to Information Technology
- 22:198:601 Theory and Practice of Simulation
- 22:198:603 Database Systems
- 22:198:604 Computers & Information Systems
- 22:198:605 Computer Technology
- 22:198:606 Data Structures & Databases
- 22:198:607 Design & Management of Computer Information Systems
- 22:198:608 Distributive Information Systems & Telecommunications
- 22:198:640 Seminar in Object Oriented Concepts and Applications

OPERATIONS MANAGEMENT - 711

- 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

INTEGRATIVE COURSES - 135

- 22:135:580 Management Simulation
- 22:135:581 Industry Problem Analysis: Practicum
- 22:135:582 Case Analysis: A Team Competition

STATISTICS - 960

- 22:960:563 Advanced Statistics
- 22:960:576 Statistical Models
- 22:960:601 Applied Statistics
- 22:960:604 Applied Multivariate Analysis
- 22:960:605 Statistical Survey Sampling

MBA QUALIFYING COURSES (IF NEEDED)

- 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 familiarity 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)

This course provides an overview of linear programming and classical optimization techniques. Model formulation, computer interaction, and analytical solution techniques are covered. Applications from various functional areas are included.

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

This course gives the student an integrated view of quality productivity and the operations management process. Includes topics such as planning, scheduling, job design, reliability, quality control, and inventory systems.

22:135:580 Management Simulation (1)

This course organizes students in teams that engage in examining alternative solutions using a computer-based strategy business simulation.

22:135:581 Industry Problem Analysis: Practicum (1)

This course strengthens teamwork skills. Teams of four analyze an industry in detail, individuals on each team are responsible for analysis of a corporation within each of the industries. The course requires presentations of results in class.

22:135:582 Case Analysis: A Team Competition (1)

This course helps students develop and enhance their individual abilities in managerial problem solving. Teams of students compete in analyzing cases. Presentations are judged by practicing managers. The semi-finalists compete in a final event for selection of the best team.

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 qualifying 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 qualifying requirement

22:711:578 Operations Management(3)

Provides an integrated view of the operations management process. Planning, scheduling, location of facilities, job design, quality control, reliability, maintenance, inventory systems, and simulation are covered. Prerequisites: Fulfillment of Calculus/Statistics qualifying requirement and 711: 574

MBA ELECTIVES - COMPUTERS-198

22:198:603 Database Systems(3)

The purpose of this course is to provide students with 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)

This general concepts course 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 programming language comprise a major part of this course; hardware and software components of a computer system. Topics from systems analysis, file and database systems, and telecommunications are covered as time permits.

22:198:606 Data Structures and Databases(3)

The algorithmic development of those data structures useful in the logical analysis and physical design of database system. Topics include arrays, linked lists, trees, hashing, etc. The C programming language is utilized both as a vehicle for the design of algorithms and also the implementation of a modest sized database. Prerequisite: Completion of the MIS breadth requirement and competency in the C programming language at the level of Computer Technology (22:198:605).

22:198:607 Design and Management of Computer Information Systems(3)

Concepts and tools used in designing and managing a computer information system will be discussed. Team/individual projects will be assigned and case studies will be used. Current developments and trends in MIS will be followed. Prerequisite: Completion of the MIS breadth requirement, and a background in a procedurally oriented language (C preferred) or permission of the instructor.

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.

22:198:640: Special Topics: Seminar in Object Oriented Concepts and Applications(3)

Examine the object-oriented paradigm for the analysis of large, complex systems. Uses the programming language C++ to develop the notions of class, encapsulation, inheritance, polymorphism, etc. The essential grammar and syntax of C++ will be presented. Programming exercises will be used to reinforce the discussions. Prerequisites: Completion of the MIS breadth requirement, and a firm background in a procedurally oriented language (C or Pascal preferred) or permission of the instructor.

22:198:647 Special Topics: Networked Information Systems and Applications

This course will introduce the student to information organization principles for networked information systems. We will examine organization of structured information systems such as relational databases, object-oriented databases and object gateway systems. We will examine markup languages such as hypertext and SGML, and storing and manipulating multimedia data including audio and images. We will examine search engines and search techniques that can be used to retrieve information and discuss information access in wide area information systems. We will employ these principles of information organization to Internet applications and examine information organizations, presentation, identification and location on the Internet using WWW browsers. In particular, we will examine Internet applications such as ftp, news, gopher and mosaic. Students will be expected to design their own WWW home page. Satisfies MIS Breadth and CIS concentration.

MBA ELECTIVES - OPERATIONS MANAGEMENT

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

Explores problems in design, planning and testing maintenance, reliability, replacement and quality control in profit and not-for-profit enterprises. Integrates the mathematical and empirical techniques through the study of current literature and case studies, with emphasis on the development of student facility in problem formulation and critical analysis. Covers: basic structure of system design in various application environments (manufacturing and non-manufacturing). Guest speakers present implementation and management problems related to maintenance, reliability, replacement, and quality control systems.

22:960:604 Applied Multivariate Analysis(3)

Reviews linear algebra followed by multivariate normal sampling theory, linear transformations of random variables, one-and-two sample tests, multivariate ANOVA, discriminant analysis, canonical correlation, principal components, factor analysis, and some special topics. Statistical computer packages are used.

22:960:605 Statistical Survey Sampling(3)

Deals with the planning of cost effective surveys for the estimation of universe characteristics and their precision through simple random, systematic, stratified and multistage sampling designs. Topics: fundamental notions of sampling, simple random sampling, stratified sampling, simple cluster sampling, and multi-stage cluster sampling.

MANAGEMENT
SCIENCE AND
INFORMATION
SYSTEMS, CONT.

PH.D. IN MANAGEMENT COURSES

- 26:711:561 Fundamentals of Optimization(3)
Prerequisite: Thorough knowledge of
differential calculus.
- 26:960:575 Introduction to Probability(3)
- 26:960:577 Introduction to Statistical Linear Models(3)
Prerequisite: Fulfillment of statistics
qualifying requirement.
- 26:960:580 Stochastic Processes(3)
Prerequisite: 26:960:575, 26:960:577

MBA Concentrations offered through Management Science
and Information Systems Department

Information Systems

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:

- 22:198:603 Database Systems
- 22:198:606 Data Structures and Databases
- 22:198:607 Design and Management of Computer
Information Systems
- 22:198:608 Distributive Information Systems &
Telecommunications
- 22:198:640 Seminar in Object Oriented Concepts and
Applications
- 22:198:645 Networked Information Systems and
Applications
- 22:010:604 Design and Development of Information
Systems

MARKETING DEPARTMENT - 630

- 22:630:550 Marketing Design & Strategy
- 22:630:586 Marketing Management
- 22:630:610 Consumer Behavior
- 22:630:601 Advertising and Promotion
- 22:630:602 Product Innovation
- 22:630:604 Marketing Research
- 22:630:606 Business-to-Business Marketing
- 22:630:608 Sales Management
- 22:630:609 Advanced Marketing Strategy
- 22:630 Arts Marketing
- 22:630:645 Special Topics in Marketing: Pharmaceutical Marketing
- 22:630:646 Special Topics in Marketing: Services Marketing
- 22:630:647 Special Topics in Marketing: Marketing Communications
- 22:630:648 Special Topics in Marketing: Brand Management

CORE COURSES: FULL-TIME MBA PROGRAM

22:630:550 Marketing Design & Strategy (2)
This course focuses on marketing planning, the product portfolio decision, and on marketing strategy and tactics. Particular attention is paid to market segmentation and the design of marketing policy to differentially target each chosen segment to maximize performance. Attention is also paid to new product strategy (e.g. the design and evaluation of new products), coordinating the marketing mix, and measuring the effectiveness of different marketing instruments (e.g. sales force and channel policy).

CORE COURSES: PART-TIME MBA PROGRAM

22:630:586 Marketing Management (3)
Offers a basic understanding of the nature and role of marketing in the firm and in society. Topics include: elements of the marketing structure, marketing concept, analysis of marketing opportunities, and marketing planning, organization and control. Special emphasis given to management decision-making involving product design, channels of distribution, pricing, and advertising and promotion. Recommended prerequisite: 223:581.

22:630:610 Consumer Behavior (3)
This course offers approaches to 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. Course includes readings and team case analyses.

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.

22:630:602 Product Innovation (3)
Introduces concepts and methods that will be of value in: (a) planning and organizing the process of new product development, (b) generating and evaluating new product development, and, (c) allocating and controlling resources for product development. Devotes special attention to the relationship of strategic planning to product innovation and to issues at the interface between marketing and R&D. Covers the importance of innovation to business and society, corporate strategy and market planning, concept generation and evaluation, and product development, testing, and commercialization.

22:630:603 Retail Management (3)
Analyzes the retailing process, the environment which it operates, the institutions, and the functions. Examines trends in retailing of various institutions and retailers by applying the 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.

22:630:604 Marketing Research (3)
Provides insight into the nature and assumptions of marketing research as conducted by corporations and commercial research companies. Provides practical experience in planning and conducting marketing research. Covers the place 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 purchase behavior.

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, promotion, management of auxiliary services, and industrial buying behavior.

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.

22:630:609 Advanced 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 devoted to market structure analysis, segmentation and positioning, and international market extension strategies.

MARKETING, CONT.

22:630 ArtsMarketing

Explores traditional consumer behavior research methodology for use in identifying arts markets; examines the specific means of marketing used by non-profit arts organizations to develop potential customer bases; introduces applications of new technologies such as internet marketing and database techniques applicable to arts markets.

22:630:645 SpecialTopicsinMarketing:Pharmaceutical Marketing(3)

This course provides an overview of the pharmaceutical industry with special emphasis on marketing challenges and issues unique to the pharmaceutical/health care field. Topics covered include a comparison of U.S. and other health care systems, regulatory structures and procedures, ethical issues, pharmaceutical promotion, and future trends.

22:630:646 SpecialTopicsinMarketing:Services Marketing(3)

This course addresses the unique challenge of marketing pure services and 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.

22:630:647 SpecialTopicsinMarketing:Marketing Communications

Provides an overview of marketing communications and fitting it to the rest of the marketing mix. How impersonal mass communications works and how its effects can be measured and researched. Special attention to advertising message design and media planning, direct and data-based marketing, sales promotion efforts, and product publicity. Lectures, videos, cases, guest speakers. Primary data collection and analysis required.

22:630:648 SpecialTopicsinMarketing:Brand Management

Emphasis on the concept of the brand and brand equity. Involves the detailed development of a marketing plan. Lectures, videos, guests, and cases. Individual and group projects deal with development of a marketing plan for a company's branded product offering.

PH. D. IN MANAGEMENT COURSES

26:630:576 QuantitativeMethodsInMarketing(3)

26:630:577 AdvancedQuantitativeMethodsInMarketing

26:630:660 QualitativeResearch(3)

26:630:625 ClusteringandRelatedMethodsOfData Analysis(3)

26:630:665 MarketingTheory(3),
Prerequisite: 26:630:576

26:630:666 ResearchinConsumerBehavior(3)

26:630:667 LISREL: An Introduction to Structural Equation/CausalModels

26:630:668 AdvancedMarketingResearch(3),
Prerequisite: 26:630:576.

MBA concentrations offered through the Marketing Department:

Marketing

For those interested in consumer behavior and marketing. Other electives are available that present techniques of market research and quantitative methods employed in marketing strategy.

Required courses:

22:630:604 Marketing Research

22:630:610 Consumer Behavior

Required electives: Choose two of the following:

22:630:602 Product Innovation

22:630:606 Industrial Marketing

22:630:608 Sales Management

22:630:609 Marketing Strategy

22:373:617 Advanced International Marketing [see International Business listing]

26:630:576 Quantitative Methods in Marketing

26:630:665 Marketing Theory

26:630:666 Research in Consumer Behavior

26:630:667 LISREL: Advanced Marketing Theory

26:630:668 Advanced Marketing Research

26:630:660 Qualitative Research

26:630:687 Topics in Advertising

ORGANIZATION
MANAGEMENT

Fariborz Damanpour, Chair
Michael E. Gordon, Vice Chair

ORGANIZATION MANAGEMENT - 620

- 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 Science & Technology I
- 22:620:602 Science & Technology II
- 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
- 22:620:618 Entrepreneurship and the Small Business Environment
- 22:620:643 Managing Technical Professionals
- 22:620:645 High Technology Independent Ventures

* Comparable courses at the Masters level and above offered at New Jersey Institute of Technology or the School of Management and Labor Relations may be substituted, with permission of the department chair.

CORE COURSES: FULL-TIME MBA PROGRAM

22:620:540 Managing People(2)

Teams are increasingly the preferred way in which work is organized and executed in firms. However, teams need to be carefully managed in order to realize their full potential. This course examines human social dynamics that are involved in the successful formation and functioning of high performance teams. Topics include group dynamics, social influence, and team leadership and will be delivered via small-group exercises, case analyses, discussion and lecture. Because the nature of work in modern organizations is changing at an accelerated pace, it is critical that managers also understand the individual dynamics that relate to performance in a shifting atmosphere. This course will also focus on major theories of decision making, motivation, personality, and learning.

INTERFUNCTIONAL

22:620:542, 543, 544 Interfunctional Management Team Consulting Program I and II

Interfunctional team consulting. 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 COURSE: PART-TIME MBA PROGRAM

22:620:585 Organization Behavior(3)

Presents an overview of the major theories, concepts and ideas in the field of organizational behavior at three levels: the individual in the organization, the group in the organization, and the organization as a whole. Emphasizes the application of research and theory to management problems in real organizational settings. Combines experiential and conceptual approaches, including case analyses, small group exercises, discussions and lectures to facilitate practical applications.

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

Interfunctional team consulting. 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 Science and Technology I: Management of Science and Technology (3)

Focuses on the integration of business strategy with technology and technology forecasting, development, and manufacturing/process technologies. Discussion of the product development processes and capacity, time to market, theories on team effectiveness, alliances, new business development and design and management of innovative work systems are also covered. The goal will be to stimulate learning and an understanding of the issues pertinent to managing a technology driven company. Case studies will be used extensively.

22:620:602 Science and Technology II: Organizations of the Future (3)

Develops an understanding of the changes underway in organizations, to develop an analytic interpretation of the causes and likely paths of development, and to use this knowledge to develop broader skills in the management of organizations of the future. The course includes a discussion of the restructuring of the economy, the transformation of organizations, the reshaping of the employment relationship, and the implications for the development of management skills. Such topics as the following are covered: globalization, the development of core competencies, the management of strategic alliances, reengineering and quality management, managing change, and the development of high performance teams.

22:620:603 Executive Leadership(3)

In our dynamic society certain people seem to make a major difference in growth, success or even the survival of their organizations. Almost everyone in a management position has the opportunity to exercise leadership, to accomplish things that others in the same positions don't. Are successful leaders different from other people? What do they do that causes people to help them succeed in their efforts? Can people learn to be successful leaders? These questions will be raised. By reading about successful leaders and practicing leadership skills, students will gain perspective on the requirements, the jobs, and the potential risks of becoming leaders.

ORGANIZATION
MANAGEMENT,
CONT.

22:620:604 HumanResourceManagement(3)

Introduces the field of human resource management. Provides an understanding of current corporate human resource practices. Discusses common human resource management problems and the tools and procedures for dealing with them, including: human resource planning, selection, training and development, career planning, performance evaluation, compensation and pay policies, work motivation, and government regulation of the labor force.

22:620:605 DevelopmentandManagementof
IndependentVentures(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.

22:620:606 OrganizationalDesign(3)

By focusing on the total organization as the unit of analysis, presents a framework for creating alternative organizational forms and for evaluating the likely impact of each form on the organization's performance. Strategy, structure, and systems are analyzed in relation to each other to gain an understanding of the whole range of management issues which must be addressed in order for an organization to be successful. In addition, topics such as organizational change, organizational culture, and innovation are addressed. Case analyses are used to relate the issues of design to outcomes in organizations.

22:620:608 TeamBuildingandGroupProcess(3)

Assesses and develops student's skills in managing groups in organizations. Studies interpersonal communication, group dynamics, and leadership. Utilizes experiential exercises, with readings providing a conceptual framework for their analysis. Cases may be used to stimulate awareness of direct applications of course content to organizational situations.

22:620:609 OrganizationalConsultingand
ManagingChange(3)

Examines theories, concepts, and methodologies of change management from the perspective of an internal or external organizational consultant. Includes an examination of 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 a vehicle for the application of theory in action.

22:620:610 IndividualsinOrganizations(3)

Explains how variations in employee behavior such as performance, morale, absenteeism, or turnover can be attributed to differences among individual characteristics, personality traits, abilities, and skills. Through an application of psychological concepts and principles, students gain insight into how they present themselves and how they form impressions, make judgments, and solve complex problems about others in their organizations. Topics include: values, needs, motives and motivation, personality, learning and problem-solving, effective feedback and interpersonal communication, person perception, and social influence.

22:620:611 BusinessPolicyandStrategy(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.

22:620:612 EntrepreneurshipDevelopmentand
Consultation(3)

Develops entrepreneurial ability and utilizes the skills acquired in core curriculum courses. Explores the business problems of the entrepreneur through direct involvement. The student will be assigned to work with an ongoing business or to assist in the planning and evaluation of a new business venture. The class meets on a weekly basis, similar to a Board of Directors.

22:620:615 ManagingOrganizationalDiversity(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.

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.

22:620:618 EntrepreneurshipandtheSmall
BusinessEnvironment(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.

22:620:643 ManagingTechnicalProfessionals(3)

Provides a unique opportunity for interaction between Rutgers students and the corporate world. It will be taught at Rutgers and transmitted live via satellite to students in an MS program in the Management of Technology of the National Technical University (NTU). All NTU students are currently working in science or engineering at major industrial corporations. They will take the course at their companies. Discusses issues in managing and leading technical professionals. Provides ideas on the most effective methods for organizing and managing to maximize creativity and productivity.

22:620:645 HighTechnologyIndependentVentures(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, financing and so forth for their project.

ORGANIZATION
MANAGEMENT,
CONT.

PH.D. IN MANAGEMENT COURSES

- 26:620:555 Theory and Research in Organizational Behavior (3)
- 26:620:556 Theory and Research in Organizational Structure and Process (3)
- 26:620:557 Methods of Research in Organizations (3), Prerequisite: 26:960:577.
- 26:620:558 Theory and Research in Business Policy and Strategy (3)
- 26:620:671 Management of Innovation and Technology (3)
- 26:620:672 Seminar in Individual Behavior (3)
- 26:620:673 Seminar in Group Behavior (3), Prerequisite: 26:620:555.
- 26:620:674 Seminar in Strategy, Technology, and Entrepreneurship (3)
- 26:620:676 Seminar in Organization Theory (3)
- 26:620:677 Culture and Organizations (3)
- 26:620:685 Special Topics in Management (3) By arrangement with instructor.
- 26:620:688 Independent Study in Management (3) By arrangement with instructor.
- 26:620:604 Seminar in Executive Leadership

MBA Concentrations offered through the Organization Management Department

Human Resources Management

Focuses on the theory and practice of human resource management and organizational behavior. It is intended for students who would like to concentrate on either the human resource management function or the behavioral side of an organization.

Faculty Advisers: Bailey, Chen, Siegel

Take:

22:620:604 Human Resource Management*

and three of the following:

- 22:620:608 Team Building and Group Process
- 22:620:609 Organizational Consulting and Managing Change
- 22:620:610 Individuals in Organizations
- 22:620:615 Managing Organizational Diversity
- 22:620:617 Negotiations
- 22:620:643 Managing Technical Professionals
- 22:373:620 Ethics in Business

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

Management of Innovation and Technology

Emphasizes management of technology-based organizations, management of innovative units (R&D, new ventures, new product development) in established firms, and management of the innovative process. Covers models and issues related to the social, functional and organizational components of the innovative process. Strategic management in high technology environments and the management of technology for competitive advantage are additional topics covered in this concentration

Faculty Advisers: Farris, Damanpour

Take:

22:620:601 Science and Technology I: Management of Science and Technology

and three of the following:

- 22:620:602 Science and Technology II: Organizations of the Future
- 22:620:603 Executive Leadership
- 22:620:605 or 645 Development and Management of Independent Ventures
- 22:620:606 Organizational Design
- 22:620:608 Team Building and Group Process
- 22:620:610 Individuals in Organizations
- 22:620:611 Business Policy and Strategy
- 22:620:615 Managing Organizational Diversity
- 22:620:643 Managing Technical Professionals
- 22:620:645 or 605 High Technology Independent Venture

Management Consulting

Prepares students for employment opportunities as an internal or external consultant. The skills provided by this concentration are useful either for initial or later career stage. Emphasizes management of organizational change and strategy.

Faculty Advisers: Damanpour, DiTomaso

Take:

22:620:609 Organizational Consulting and Managing Change or Interfunctional Team Consulting Project

and three of the following:

- 22:620:601 Science and Technology I: Management of Science and Technology
- 22:620:602 Science and Technology II: Organizations of the Future
- 22:620:603 Executive Leadership
- 22:620:606 Organizational Design
- 22:620:608 Team Building and Group Process
- 22:620:612 Entrepreneurship Development and Consultation
- 22:620:615 Managing Diversity in Organizations
- 22:620:617 Negotiations
- 22:373:620 Ethics in Business

Strategic Management

For students whose career objective is general management, rather than management of a particular function in an organization. Focuses on managing the entire organization, whether large or small. The concentration is built around basic knowledge and techniques required for synthesizing organizational functions and understanding forces in the environment - society, culture, markets, law, and government - affecting the management of the entire organization.

Faculty Advisers: George, Ogilvie, Park

Take:

ORGANIZATION
MANAGEMENT,
CONT.

22:620:611 Business Policy and Strategy**

Plus three or four of the following:

- 22:620:601 Science and Technology I: Management of Science and Technology
- 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
- 22:620:609 Organizational Consulting and Managing Change
- 22:620:613 Interfunctional Management Consultancy I
- 22:620:614 Interfunctional Management Consultancy II
- 22:620:615 Managing Organizational Diversity
- 22:620:617 Negotiations
- 22:620:645 High Technology Independent Ventures
- 22:373:646 Multinational Management
- 22:373:620 Ethics in Business

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

** If Interfunctional Team Consulting is taken to satisfy the integrative course requirement, then Business Policy is required for this concentration. If Interfunctional is waived and Business Policy is taken as the integrative requirement, then 4 other courses are needed.

Individualized Concentration in Organization Studies
Designed for students who are interested in pursuing research or an academic career in organization management. The concentration intends to provide in-depth knowledge of the theory and management of organizations. Students are encouraged to enroll in doctoral-level courses with permission of the instructor. Each student, with the assistance of a faculty advisor, prepares a plan of advanced courses in an area of interest. At least two of the four elective courses should be at the doctoral level.

Faculty Adviser: DiTomaso.

Take four courses with approval of faculty adviser.

Entrepreneurial Management

Prepares students for a career in management of a new venture, whether a small business, a family business, a new venture in an established organization, or for providing services to new ventures or small business. Courses combine both theory and practice, and emphasize models and skills needed for starting and managing a new business or serving as a consultant for new businesses.

Faculty Adviser: to be determined

Take:

22:620:618 Entrepreneurship and the Small Business Environment

and one of the following:

- 22:620:605 Development and Management of Independent Ventures
- 22:620:612 Entrepreneurship Development and Consultation

and two of the following:

- 22:620:601 Science and Technology I: Management of Science and Technology
- 22:620:603 Executive Leadership
- 22:620:604 Human Resource Management*
- 22:620:606 Organizational Design
- 22:620:610 Individuals in Organizations
- 22:620:611 Business Policy and Strategy
- 22:620:617 Negotiations
- 22:620:645 High Technology Independent Ventures
- 22:373:620 Ethics in Business

* Comparable courses offered at New Jersey Institute of Technology and School of Management and Labor Relations may be substituted, with permission of faculty adviser.



Kathryn Swintek, Banque Nationale de Paris
Distinguished Speaker Series

SPECIAL COURSES

22:135:639 ResearchSeminar(3)

Allows the individual student to pursue research and independent study on specific topics in any management area under the guidance of a faculty member. A student may only take one Research Seminar a trimester. A student may take no more than 2 seminars toward degree. To register, the student must develop a written research proposal and secure the written acceptance of a regular faculty member to serve as an advisor and to approve the proposal. The student must also obtain the written acceptance of a second faculty member to serve as a reader of the finished research paper. The faculty acceptance must be submitted to the Office of Student Services prior to or at the time of registration. The student must present two (2) copies of the completed research project in a suitable format to his advisor. The advisor will be responsible for issuing a grade for this course after consulting with the second reader.

FACULTY LISTING

FACULTY

ROSA OPPENHEIM, Acting Dean, Faculty of Management and Professor, Management Science and Information Systems. Dean Oppenheim is the author of *Quality Management: Tools And Methods For Improvement* and has published articles on total quality management, statistical process control, time series analysis and forecasting, the mathematical analysis of literary styles, and integer programming. She has also won numerous teaching awards.
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NABIL R. ADAM, Professor, Management Science and Information Systems, Director, Center of Information Management, Integration, and Connectivity (CIMIC). Professor Adam has contributed to journals such as *IEEE Transactions on Software Engineering*, *IEEE Transactions on Knowledge and Data Engineering*, and *Information Systems*, and edited seven books. Adam is also co-editor-in-chief of the *International Journal on Digital Libraries* and is on the Editorial Board of the *Journal of Management Information Systems* and the *Journal of Electronic Commerce*. Professor Adam's areas of expertise include simulation, scheduling, query optimization, database modeling and objective-based databases.
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MOSHE ADLER, Associate Professor, Finance and Economics. Professor Adler's interests include privatization of public services, urban economics and planning, and the economics of subsidies for the arts.
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SPECIALTIES: Ethics in the Marketplace, Privatization of Public Services, Relationships Between Talent and Success, Urban Economics, Urban Planning
SUNITA S. AHLAWAT, Assistant Professor, Accounting and Information Systems. Professor Ahlawat's interests include individual and group decision making in auditing, effectiveness of cross-functional teams in organizations, donor behavior, and off-shore sourcing of software and other products. She has

presented at conferences and published articles in *Auditing - A Journal of Practice and Theory* and the *International Journal of Technology Management (IJMT)*.
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EDUCATION: B. Com., M. Com., University of Delhi; MBA, University of Massachusetts; Ph.D., Penn State University
SPECIALTIES: Behavioral Decision Making, Off-Shore Sourcing, Cross-Functional Teams

PHIPPS ARABIE, Professor, Marketing. Professor Arabie has contributed to several books, including *Advanced Methods In Marketing Research* and *Advances In Social And Behavioral Sciences From Social Network Analysis*. His interests include multivariate methods for market segmentation and product positioning, multidimensional scaling and clustering, social structure and processes, and mathematical psychology.
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Professor Shafer has published numerous articles and written the books *The Art of Causal Conjecture* (MIT Press), and *Probabilistic Expert Systems* (SIAM). His interests include causal modeling and uncertain reasoning, with application to expert systems and audit judgment, information systems, and foundations

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SPECIALTIES: Audit Judgment, Causal Modeling and Uncertain Reasoning, Expert Systems, Information Systems, Statistical Reasoning

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JAY SOLED, Assistant Professor, Accounting and Information Systems. Professor Soled has contributed articles to several journals, including the *Journal of Taxation*, *Arizona Law Review*, *American Journal of Tax Policy*, *Virginia Tax Law Review*, *Real Property, Probate and Trust Journal*, and *Estate Planning Techniques*. Soled's interests include taxation of business entities and health care benefits, special uses of charitable remainder trusts, tax consequences of over-funding testamentary trusts, and estate planning.

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of six journals, and is the Treasurer of the Association for Consumer Research. Her areas of interest are literart theory and the study of marketing, gender and multiculturla issues in marketing and consumer behavior, and qualitatave research methods.

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This office responds to inquiries about the MBA programs and represents GSM at MBA forums, college career days and other recruitment functions. Staff members conduct admissions information sessions several times each month, and host open houses and candidates' days. The office also coordinates an active alumni recruitment network. The office receives and acts on all applications to the MBA program, counsels prospective applicants, and notifies accepted students of orientation and proficiency test dates. The Office of Admissions also coordinates all awards of financial aid.

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Working with the offices of Admissions, Student Services and Career Services, the Director of Minority Affairs recruits, advises, and represents minority students. The office offers workshops, seminars and development programs addressing pertinent issues of educational and career success and encourages corporate and private support for minority student activities and career opportunities.

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Career Planning

This office provides guidance in assessing career options and helps prepare students for the job search. This is done through a comprehensive program which includes the following:

- Career planning conferences and seminars
- Career preparation workshops in resume writing, cover letters, interviewing skills, and job-search techniques
- Pre-recruitment workshops and receptions to encourage interaction between students and prospective employers
- Referral to faculty, alumni, and friends of the school
- In-house career reference library
- Complete set of information can be found in the GSM Career Services Home Page

Career Placement

The office serves as a resource for students and recent alumni seeking employment. Permanent and internship positions are posted. Resumes from students interested in these positions are collected and forwarded to the organizations for screening. The office coordinates on-campus interviews between recruiters and students.

Recruitment Activity

Recruitment (Career & Internship)*
No. of Companies
Advertising Positions: 306
No. of Interviews Conducted: 825

*Does not include Executive Search Firms

Job Postings
Number of Positions Advertised 2080

Career Fairs
No. of Companies Participating**: 35

**Includes on-campus and jointly sponsored off-campus programs
Companies Recruiting Rutgers GSM Graduates (partial listing)

AC Nielsen
ADP
Amer. Inst. Certified Public Accountants
American Express
American General Finance, Inc.
American Health Care Association
American Home Products
American International Group, Inc.
American Management Systems, Inc.
Andersen Consulting
Arthur Andersen
AT&T
Bank of New York
Bayer Corporation
Becton Dickinson
Best Foods Corporation
Bloomberg Financial Markets
Bristol-Myers Squibb
Campbell Soup Co.
Carrier Corporation
Chase Manhattan
Cigna Corporation
CIT Corporation
CitiCorp
Columbia House
Comcast Cable Communications
Commodity Futures Trading Commission
Coopers & Lybrand
Deloitte & Touche LLP
Don Aux Associates
Dun & Bradstreet
EDS Corporation
Ernst & Young
ETS
Federal Farm Credit Bank Funding Corp.
Federal Reserve Bank
Fisher Scientific
Fuji Keizai USA, Inc.
Gallup
Gemini Consulting
Goldman Sachs
Hewlett Packard
IBM
International Home Foods
Janssen Pharmaceutica
Johnson & Johnson
King World Ventures
Korn Ferry International
Lockheed Martin IMS
Lowe-McAdams Healthcare
Maintech
Matheson Gas Products
MCI International

Meldisco Corporation
Mendham Capital Group, Inc.
Merck & company
Merck-Medco
Merrill Lynch
MetLife
Midlantic Bank
Migliari & Kaplan
Moody's Investors Service
Nabisco
National Australia Bank
NCR
New York Consulting Partners
New York Times Company
NJN
Novartis
Ohaus Corporation
Ortho Biotech
Osteonics
PaineWebber
Parke-Davis
Phillips Lighting
Pratt Whitney
Prudential Securities
Salomon Brothers
SAP America
Schering Plough Corporation
Smith Barney
Sony Corporation
Thomas J. Lipton
Unilever US
Warner Lambert
Whitehall-Robins Healthcare
Wise Foods, Inc.

Internships

Students are encouraged to take advantage of summer internship position and temporary or part-time employment during other periods of the year.

College Central

The MBA Career Services offers an on-line college recruitment posting service called College Central. This network will contain all our job postings and student resumes.

The services allows recruiting companies to search or browse through our anonymous resumes for perspective candidates. Only the credentials are shown to the recruiting companies. The personal information of the student may only be retrieved from our Career Services Office. Each resume will have an identification number which maintain accurate records of the resumes as well as the confidentiality.

This service is also beneficial to our job seeking clientele because they are able to browse the job postings as well as sign-up for the postings from the comfort of their own computers. This eliminates the inconvenience of having to travel to the assigned location to sign-up or browse the career opportunities.

To participate and obtain your personal password for the College Central Services contact the MBA Career Services Office at (973) 353-5648.

Job Posting Bulletin Boards
In Newark, career offerings are posted on the bulletin board outside Student Services, Room 221 Engelhard. In New Brunswick, they are posted in the Levin Building, Room 105. They also appear in the GSM Career Services home page under Bulletin Board (password required).

New Brunswick
Contact the Graduate Career Development Office at 542 George Street, (732) 932-8336. Resume preparation, interview skills, and library resources are among the facilities available from this office. A representative of the GSM Career Services Office is available, daily to students in the Levin Building, call (732) 445-5816.

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Engelhard 201
(973) 353-5275

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 program, including testing, social/sports interaction, and registration; part-time students' orientation is streamlined for the busy student: 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. Currently active at the GSM are the following:

- Student Government Association (SGA)
- American Marketing Association
- Black MBA Association
- Financial Management Association
- Hispanic MBA Association
- New Brunswick Student Council
- Professional Accounting SGA
- Rutgers Women in Business
- Society for Human Resource Management
- Taiwanese MBA Student Association
- Part-time Student Council,
Newark and New Brunswick

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, Newark (973) 353-5300.

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 222, (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 designees offer assistance in selecting areas of concentration.

■ GRADUATE ACADEMIC PROGRAMS

MBA PROGRAM
T. Edward Hollander, Director
Ph.D. Pittsburgh
Ackerson 200K
tholland@andromeda.rutgers.edu
(973) 353-5226

The Director is responsible for all academic aspects of the MBA program. The office also handles disciplinary cases and problems between students and professors, administrators, or other students.

EXECUTIVE MBA PROGRAM
Farrokh Langdana, Director
Ph.D. Virginia Polytechnic
and State University
Ackerson 200D
flangdan@gsmack.rutgers.edu
(973) 353-5620

Professor Langdana oversees the academic, administrative, and noncurricular activities of the Executive MBA program, an intensive program designed for experienced managers with 10 years or more work experience.

SPECIAL MBA PROGRAMS
Kathleen Connelly Harmon
Assistant Dean
MBA Rutgers
Ackerson 219
Mconnell@andromeda.rutgers.edu OR
Kconnell@gsmack.rutgers.edu
(973) 353-5028

Rita Wilson Galen
Administrative Assistant
M.A.T. George Washington University
Ackerson 200
rwilson@gsmack.rutgers.edu
(973) 353-1123

SCHOOL
ADMINISTRATION
DIRECTORY, CONT.

The Special MBA Program office provides guidance and advice to Accounting students; approves students' requests to register in 835-prefix courses; provides administrative support for the Accounting and Executive MBA Program; and handles registration for both Professional Accounting, Executive MBA, and off-site MBA programs.

PH.D. IN MANAGEMENT
PROGRAM

Glenn Shafer, Program Director
Ph.D. Princeton University
Ackerson 302C
gshafer@andromeda.rutgers.edu
(973) 353-1604

Narda Acevedo, Assistant Director
B.A., Herbert Lehman College
Ackerson 200F
nacevedo@andromeda.rutgers.edu
(973) 353-1002

Ms. Acevedo provides administrative support for the program, handles all registration, provides direct services for the Ph.D. students, and approves MBA student requests to register for doctoral courses.

MBA IN PROFESSIONAL
ACCOUNTING PROGRAM
Ephraim Sudit, Director
Ph.D. New York University
Ackerson 200B
sudit@andromeda.rutgers.edu
(973) 353-5241

Miklos Vasarhelyi, Co-Director
Ph.D. University of Michigan
Ackerson 315
miklosv@andromeda.rutgers.edu
(973) 353-5002

The Director and Co-Director coordinate all curriculum matters related to the programs, recruiting and interviewing all students prior to admission, and counseling them once they are admitted. They also work closely with the accounting firms which hire the majority of the students, and set the policy which governs the internship program.

MASTER OF ACCOUNTANCY
IN GOVERNMENTAL
ACCOUNTING PROGRAM
Robert Werner, Director
Ph.D. New York University
Levin 255
rhwerne@andromeda.rutgers.edu
(732) 445-4441

MASTER OF ACCOUNTANCY
IN TAXATION PROGRAM
Jay Soled, Director
L.L.M. New York University
Ackerson 316 A
jaysoled@andromeda.rutgers.edu
(973) 353-1727

INTERFUNCTIONAL MANAGE-
MENT TEAM CONSULTING
PROGRAM
Raymond Sasso, Acting Director
Ackerson 300B
(973) 353-1126

This program is a requirement for all full and part-time MBA students.

BUSINESS COMMUNICATIONS
Carter Daniel, Director
Ph.D. University of Virginia
MEC 312
cdaniel@gsmack.rutgers.edu
(973) 353-5366

Dr. Daniel coordinates the MBA core courses in business communications.

BUSINESS AND THE
ARTS PROGRAM
Patricia Kettenring, Director
M.A. University of North Carolina -
Chapel Hill
MEC 326
pkettenr@andromeda.rutgers.edu
(973) 353-5961

The Business and the Arts Program includes an arts management curriculum, internships with area arts organizations, and a voluntary program to attend arts exhibits, performances, and other arts sites.

The Business and the Arts curriculum includes an arts management survey course for MBAs, as well as arts management topics courses in arts marketing, fundraising, and resource development, financial accounting, and organizational management for arts non-profits. A formal internship program exists with the New Jersey State Council on the Arts in Trenton.

The voluntary program includes on-site visits to the business school by artists and arts supporters, as well as attendance at music, dance and theatrical performances, and visits to museums, galleries, and artists' studios. Emphasis within the program is placed on the role of corporate support of and involvement in the arts, especially in urban areas.

GRADUATE ACADEMIC
PROGRAM AND
DEPARTMENT SECRETARIES-
NEWARK

Ines Agina, Secretary
Executive MBA Program
Ackerson 200
agina@gsmack.rutgers.edu
(973) 353-5015

Miriam Alvarez, Secretary
Management Science and Computer
Information Systems
MEC 124
miriama@gsmack.rutgers.edu
(973) 353-1643

Grace Andes, Secretary
Accounting and Information Systems
Ackerson 302
gandes@gsmack.rutgers.edu
(973) 353-1644

Jacintha Geborde, Secretary
International Business and Business
Environment
MEC 325
jgeborde@gsmack.rutgers.edu
(973) 353-1621

Cietta George, Secretary
Finance and Economics
MEC 130
cgeorge@gsmack.rutgers.edu
(973) 353-5166

Alina Goglia, Secretary
Organizational Management
Ackerson 300
goglia@andromeda.rutgers.edu
(973) 353-1650

Anna Gonzalez, Principal Secretary
Ph.D. Program
MEC 230
anag@gsmack.rutgers.edu
(973) 353-5129

Kathleen Grippi, Secretary
Executive MBA Program
Ackerson 200
kgrippi@gsmack.rutgers.edu
(973) 353-5227

Edith Johnson, Principal Secretary
Finance and Economics
MEC 132
ejohnson@gsmack.rutgers.edu
(973) 353-1147

Phyllis Miller, Secretary
International Business
Ackerson 200
pmiller@gsmack.rutgers.edu
(973) 353-1049

Kathleen Power, Secretary
Marketing
MEC 131
kpower@gsmack.rutgers.edu
(973) 353-1340

Jocm Prusinski, Secretary
Interfunctional Consulting Program
Ackerson 300A
prusinsk@gsmack.rutgers.edu
(973) 353-5004

Dorothy Torres, Secretary
Marketing
Ackerson 300L
dtorres@gsmack.rutgers.edu
(973) 353-5266

Cheryl M. Wagner, Program Secretary
Professional Accounting Program
B.A., Rutgers University
Ackerson 200
cwagner@gsmack.rutgers.edu
(973) 353-5511

SCHOOL
ADMINISTRATION
DIRECTORY, CONT.

GRADUATE ACADEMIC PROGRAM AND DEPARTMENT SECRETARIES - NEW BRUNSWICK

Gerry Leo, Principal Secretary
Levin, 129
Leo@everest.rutgers.edu
(732) 445-3907

Terry Cumiskey, Principal Secretary
Accounting & Information Systems
Levin, 243
Cumiskey@everest.rutgers.edu
(732) 445-3540

Daman Sharma, Secretary
Accounting & Information Systems
Levin, 243
Sharma@everest.rutgers.edu
(732) 445-3540

Carol Gibson, Principal Secretary
Management Science & Information
Systems
Levin, 234
Gibson@everest.rutgers.edu
(732) 445-3291

Marie Howard, Principal Secretary
Organization Management
Levin, 242
Howard@everest.rutgers.edu
(732) 445-3560

Mary Morris, Principal Secretary
A.S. Middlesex County College
Marketing
Levin, 232
Morris@everest.rutgers.edu
(732) 445-3516

CONTINUING
EDUCATION

CENTER FOR MANAGEMENT
DEVELOPMENT

Ron Carter, Director
Levin 201
(732) 445-5639
email: rcarter@rci.rutgers.edu
www.cmd.rutgers.edu

The Center for Management Development-Rutgers (CMD-Rutgers) offers seminars, conferences, and training programs on behalf of the Rutgers Faculty of Management (Newark and New Brunswick) and The School of Management and Labor Relations (New

Brunswick). Executives, managers and professionals from a wide variety of businesses, industries and governmental agencies participate in activities that provide them with state-of-the-art information and skill development. Serving the business community with more than forty years of experience in applied and participative education, CMD-Rutgers reaches thousands of managers and executives each year through more than two hundred different program events.

OUTREACH
CENTERS

NJSBDC
New Jersey Small Business
Development Centers
49 Bleeker Street, Newark
(973) 353-5950
www.nj.com/smallbusiness

Brenda Hopper
State Director

Carlos Maldonado
Associate State Director

Alyson Miller-Greenfield
Assistant State Director

Madeline Britman
Director of Procurement Programs

Lead Consultant, International Trade,
TBA

Nat Bender
Manager
Information Services

Randy Harmon
Director of Technology Commercialization

Bert Rashkowsky and Sy Reich
Co-Managers
Manufacturing Mentor/Protege Program

Igor Arnold
MIS Coordinator

Leroy Johnson
Regional Director

McKinley Howell
Assistant Regional Director

The NJ Small Business Development Center, headquartered at Rutgers Graduate School of Management, is a statewide network of business assistance centers. These provide educational opportunities and counseling for small business owners. The NJSBDC offers students "hands-on" experience in the entrepreneurial field. In addition to management, marketing and financing assistance, NJSBDC offers specialized counseling in the areas of international trade, manufacturing, government procurement, technology commercialization and market research.

RUTAP
Rutgers University Technical
Assistance Program
Gene Slowinski, Director
Ackerson 300
(973) 353-5890

RUTAP provides advice and assistance to small businesses involved in high-tech products and services, works with local organizations in economically distressed areas to develop business opportunities. Students may participate in this program.

RIMIC

Rutgers Minority Investment Company
Oscar Figueroa, President
Ackerson 300T
(973) 353-5627

Started in 1970, this company is a federally licensed Specialized Small Business Investment Company (SSBIC). It provides loans to small businesses owned by members of minority groups. RIMIC is unique in the SBIC industry, since it is the only investment company of its kind affiliated with a graduate business school.

RESEARCH
CENTERS

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**CENTER FOR ENTREPRENEURIAL
MANAGEMENT**
Sharon Gifford
Acting Director
MEC 129
(973) 353-5155 & (973) 353-1646
sgifford@gsmack.rutgers.edu

The center acts as a focal point for the academic and practitioner-oriented entrepreneurial activities at Rutgers Faculty of Management.

**CENTER FOR INFORMATION
MANAGEMENT, INTEGRATION
AND CONNECTIVITY**
Nabil R. Adam, Director
Ackerson 200Q
(973) 353-5239
adam@andromeda.rutgers.edu

Promotes research and study of information management, integration and connectivity; sponsors technical workshops, seminars and conferences; publishes the *International Journal of Digital Libraries*.

**CENTER FOR MIDDLE EAST/
NORTH AFRICA BUSINESS
STUDIES**
Jerry Rosenberg, Director
MEC 306
973-353-5812
rosenberg@andromeda.rutgers.edu

Promotes interdisciplinary organizational research on cross-border activities of trade, investment, foreign direct investment, management education, training and business interactions among the nations of the Middle East and North Africa.

**CENTER FOR RESEARCH IN
REGULATED INDUSTRIES**
Michael Crew, Director
Ackerson 200P
(973) 353-5049
mcrew@gsmack.rutgers.edu

Robert Patrick, Associate Director
Ackerson 312
(973) 353-5247
rpatrick@gsmack.rutgers.edu

Linda S. Brennan
Administrative Assistant
Ackerson 200
lbrennan@gsmack.rutgers.edu
(973) 353-5761

The Center furthers the study of regulation by research in economics, finance, and institutions. Its publications, seminars, workshops, and courses make available the latest advances to academics, managers, and regulatory commission staff. The Center's *Journal of Regulatory Economics* is an international scholarly quarterly intended to provide a forum for the highest quality research in regulatory economics.

**CENTER FOR INTERNATIONAL
BUSINESS EDUCATION AND
RESEARCH (CIBER)**
John H. Dunning
Director and Research Director
Ackerson 307
jdunning@gsmack.rutgers.edu
(973) 353-5885

Hugo Kijne, Associate Director
MEC 322
hkijne@andromeda.rutgers.edu
(973) 353-5533

The CIBER's mission is to internationalize business curricula university wide; reach out to other educational institutions in New Jersey and help them internationalize their business curricula; conduct fundamental and applied research in international business that is of direct relevance to policy makers and the business community in New Jersey and disseminate the results of its research among these constituencies.

**NEW JERSEY CENTER
FOR RESEARCH IN
FINANCIAL SERVICES**
Ivan Brick and Michael Long
Co-Directors
MEC 136
(973) 353-5471
ibrick@andromeda.rutgers.edu
The Center's purposes are: 1) to promote and facilitate research in

financial services; 2) to foster interaction between the academic and the business/financial communities; 3) to enhance and enrich the finance curriculum at GSM, and; 4) to bring national recognition to the research being done by the faculty of GSM, and the other management units of Rutgers. The Center sponsors faculty research, conferences and publishes a semi-annual newsletter to achieve the goals outlined above.

**RUTGERS ACCOUNTING
RESEARCH CENTER**
Miklos Vasarhelyi, Director
Ackerson 315
(973) 353-5002
miklosv@andromeda.rutgers.edu

Ephraim Sudit, Associate Director
Ackerson 200B
(973) 353-5241
sudit@andromeda.rutgers.edu

The Center facilitates research projects in accounting and information systems; sponsors the Rutgers Accounting Education Change Program, and the Rutgers Accounting Web (RAW), a national accounting node on the Internet. (www.rutgers.edu/accounting/raw)

**TECHNOLOGY MANAGEMENT
RESEARCH CENTER**
George F. Farris, Director
MEC 302
(973) 353-5982
gfarris@gsmack.rutgers.edu

The Center conducts applied research on the development of new technology, the implementation of new technology, trends in technology, and strategic management of technology; and disseminates research findings through conferences, workshops, and the curriculum of Rutgers' MBA, Ph.D., and non-degree programs.

STUDENT LIFE
ON CAMPUS

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■ **Sending and Receiving Mail**

Newark
Faculty and administration mailboxes are on the second floor of Ackerson Hall, near Room 218.
Full-time MBA students have mailboxes in Engelhard Lounge.

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.

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.

■ Dining

Newark

The University student and faculty cafeterias are located in Robeson Campus Center on the plaza level; Woodward Dining Hall is 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.

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, and Beck Hall is serviced by a vendor with a food cart during peak hours. 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 Recreation Department:
(973) 353-5474

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

Busch Campus,

Sony Werblin Recreation Center:
(732) 445-0460

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 will be valid on both campuses. 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 \$15.00. 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; Lot 508 is open to students from 4 p.m. 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. Textbooks are sold in Engelhard Hall during the first week of school in the fall and spring trimester and after that the books will be sold at the University Bookstore - (973) 353-5377. New Jersey Books, 167 University Avenue also carries texts and supplies. Call (973) 624-5383.

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 in the Livingston Bookstore. Call (732) 828-7401.

■ **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. 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 Sandler, (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. 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 the

Newark Student Health Center. In the case of emergencies, 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. Under certain circumstances, these coverages may be extended to part-time students. 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.

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**

Legal Clinic

Free legal clinics are available to the University community.

Newark

Rutgers Law School-Newark
15 Washington Street, Room 334
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 p.m. 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 - 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. Arrangements for the exam should be made through the Office of Admissions, (973) 353-1234. 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.

STUDENT LIFE
ON CAMPUS,
CONT.

International Student Services

Most international students pursuing the MBA degree hold F1 visas. 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 Services
Smith 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 night-spots, 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

<u>FM Band</u>	<u>AM Band</u>
WBGO 88.3	WBRW 1170
WJLK 1310	WBUD 1260
WDHA 105.5	WCBS 880
WJLK 94.3	WCTC 1450
WMCA 570	WERA 1590
WKXW 101.5	WHWH 1350
WMGQ 98.3	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

Staff should consult WCTC-AM 1450 for University office closings.

COMPUTING
SERVICES

Faculty of Management (FOM) website:
<http://business.rutgers.edu>

Herman Serrano

Director, Computing Services
serrano@business.rutgers.edu
(973) 353-1821; Newark
(732) 445-3534; New Brunswick

Joe Bassano

Systems Programmer
bassano@everest.rutgers.edu
(973) 353-1821

Bernice Fair

Graphics Coordinator
bfair@gsmack.rutgers.edu
(973) 353-1821

FOM INSTRUCTIONAL MICRO-COMPUTER FACILITIES

Newark

Newark Student Computing Labs

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 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 Dell OptiPlex Gxi 200 MHz computers running Microsoft Windows95, along

with five Macintosh Power PCs Local Area Network (LAN). All of the computers are networked to a Novell NetWare file server which provides additional software and files. These applications are run as Client/Server applications. All student computing facilities have Internet and Wide Area Network (WAN) access. There is also an HP LaserJet 4Si network printer which runs from the server.

Computer 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 6 pm
Saturday: 10 am to 4 pm.

Newark lab phone number: (973) 353-5788. Feel free to call for further information. You can also find the hours of our student computing facilities on our Web site: <http://business.rutgers.edu/lab.html>.

Newark Microcomputer Classrooms
Engelhard 309 is a computer classroom, also funded by student computing fees. It is primarily for undergraduate (School of Management) classes, but is also sometimes used by the Graduate School of Management. This computer classroom contains a LAN with 30 Dell

OptiPlex Gxi 200 MHz computers running Microsoft Windows95 and one instructor's workstation running Windows95. All of the computers are networked to a Novell NetWare file server which provides additional software and files. These applications are run as Client/Server applications. All student computing facilities have Internet and WAN Access. There is also an HP LaserJet 4Si network printer which runs from the server. The instructor's computer is attached to a large screen color projection system for classroom viewing.

The ADP Electronic Classroom is located in the basement of Engelhard Hall. It is used primarily by Graduate School of Management classes, but also occasionally by undergraduate School of Management and Ph.D. in Management classes as well. There is a LAN with 30 student workstations housing Dell Dimension P100c computers running Microsoft Windows95 and an instructor's workstation, linked to Novell NetWare 3.11 file server. In addition, the room has an HP LaserJet 5SiMX printer running off the server. Future plans call for upgrading the LAN software to Windows NT.

COMPUTING SERVICES, CONT.

New Brunswick

The Rutgers Faculty of Management has three student computing facilities and a Case Study room in the Janice H. Levin Building on the Livingston Campus. These are used as classrooms and for walk-in use, computer based group presentations, and demonstrations. These School facilities are used primarily by graduate and undergraduate students. The three student computing labs LAN contain 93 Dell Optiplex 575 Pentiums running Microsoft Windows95 linked to a Microsoft NT 4.0 file server. Students will receive an account for the Levin labs Microsoft NT domain. All large software applications systems are running in Client/Server mode. There are three HP 5SiMX and two HP 4SiMX network printers supporting these 93 computers. All four rooms are equipped with a large screen color projection system which can handle computer generated images, VHS signals and can distribute video and sound to each of the student computing labs simultaneously.

Computer lab monitors will provide support of the software and functionality of computers. 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 - Thursday: 10 am to 10 pm
Friday: 10 am to 4 pm
Saturday: 12 am to 5 pm
Sunday: 2 pm to 7 pm

Lab phone number, New Brunswick, Levin Building: (732) 445-2328. Feel free to call for further information. You can also find the hours of our student computing facilities on our Web site: <http://business.rutgers.edu/lab.html>.

OTHER UNIVERSITY COMPUTER FACILITIES AND SERVICES

There are a number of open-access student microcomputer labs in Newark and New Brunswick as well as Unix systems on which students can set up accounts for E-mail and other Unix-only software. Note that current, validated student ID cards are required for computer lab use at all locations. You can find more information on University-based computer services on individual campus web sites.

Newark:

http://info.rutgers.edu/newark/html/computing_services.html

New Brunswick:

<http://www.nbcs.rutgers.edu>
Faculty of Management:
<http://business.rutgers.edu>

Open-Access Microcomputer Labs in Newark

The labs in Newark are listed in: http://info.rutgers.edu/newark/html/cif_laboratories.html.

These facilities, like Engelhard 311, have a mix of Intel-based and Macintosh microcomputers served by Novell NetWare file servers, along with a shared printer in each. These facilities have access to Internet and the WAN. Each facility also provides the same suite of software that is available in Engelhard 311. You may call each lab for specific information. Graphics facilities are also available.

Open-Access Microcomputer Labs in New Brunswick

The labs in New Brunswick are listed in: <http://www.nbcs.rutgers.edu/ccf/main>.

In New Brunswick the main open-access locations, which are located on all of the main campuses (Livingston, Busch, College Avenue, and Cook/Douglass). These are University facilities and are open to all Rutgers students. The suite of software available in the student computing facilities are based on the software needs for the New Brunswick campus. All of the facilities have access to the Internet and the WAN. The FoM computing facilities in the basement of Levin meet the needs of GSM students in New Brunswick, so that such students do not need to use RUCS-managed open-access facilities as much as they do in Newark.

Unix Systems & E-Mail Accounts

In Newark, Rutgers University Computing Services (RUCS) provides a Unix system, pegasus.rutgers.edu, on which all FoM students can create their own accounts. These accounts give students access to E-mail as well as some software that is available only in Unix.

To get information on how to create a student account, visit http://info.rutgers.edu/newark/html/creating_accounts.html

In New Brunswick, RUCS provides a Unix system called eden.rutgers.edu where students based in New Brunswick can create accounts. These accounts give students access to E-Mail, software, news groups and they can also run their own web site from eden.

To get information on how to create a student account, visit at <http://www.nbcs.rutgers.edu/ic/eden.html> You will also get an account to use FOM school-based facilities' NT domain. The aides in the student computing facilities can also be of assistance in working with pegasus and eden.

Seminars, mini-courses, on-line help, Web publishing, getting on-line, instructional computing, training, and documentation are offered by RUCS to familiarize students with the resources and services available. For more information, visit the following Web sites:

Newark: http://info.rutgers.edu/newark/html/computing_services.html.
New Brunswick: <http://www.nbcs.rutgers.edu>.
FoM website at: <http://business.rutgers.edu/lab.html>. Here you can connect to the most popular Search Engines and Business News sites.

**TRAVEL
DIRECTIONS AND
CAMPUS MAPS**

■ TRAVEL DIRECTIONS TO THE
NEWARK CAMPUS

ByPlane

From Newark Airport:

The most direct way to the campus (about a 15-minute ride) is by taxi. Use the taxi dispatcher on the platform outside the airport lobby. If you do not use the dispatcher, 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.

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 airports to Newark. Ask for assistance to transportation listed below. Offers to drive directly to Newark should not be accepted. The following options are available: Kennedy Airport direct to Newark Airport; (Princeton Airport), check with courier for departures.

ByRail:

From Harrison, Jersey City, Hoboken, NYC: PATH to Penn Station Newark
From NYC and the South: AMTRAK and NJT to Penn Station, Newark
From Suburban Essex and Morris Counties: NJT to Broad Street Station, Newark
New Jersey Transit (NJT) information: 1-800-772-2222.

By Newark City Subway: Service between Penn Station, Newark and Belleville. Washington Street station is one block from campus.

ByCar:

Note: Dr. Martin Luther King, Jr. Blvd. (formerly High Street) is designated as King Blvd.

GardenStateParkway:

Take exit 145 to Route 280 towards Newark-Harrison. Coming off the ramp, bear right and follow signs for Route 280 East, Newark-Harrison. Once on Route 280, stay in the right-hand lane. Continue until King Blvd., exit 14A. Take exit to bottom of ramp and turn right onto King Blvd. Continue on King Blvd.; turn left on Central Ave. and right on University Ave.

New Jersey Turnpike:

Take exit 15W (West) to Route 280. Continue past the first exit 15 (marked Newark-Belleville) to the second exit 15, marked King Blvd. At bottom of ramp, turn left, following sign for King Blvd. Continue on King Blvd.; turn left on Central Ave. and right on University Ave.

Route 280:

From the West: See Garden State Parkway, above; See New Jersey Turnpike, directions above.

Route 24/78: Take Garden State Parkway north; follow directions above.

Route 21:

Route 21 becomes McCarter Highway in Newark.

Traveling North: At junction of McCarter Highway and Raymond Blvd., turn left onto Raymond Blvd. Stay on Raymond, crossing Park and Broad Streets to Washington Street. Turn right on Washington Street. Go two blocks on Washington Street to New Street. Turn left on New Street to campus.

Traveling South: Make right turn on Clay Street to light. Turn left and stay in right lane to next light. Bear right where road splits. You are on University Avenue. Continue on University Avenue which runs through center of campus.

Holland Tunnel:

To Routes 1 and 9 South (Pulaski Skyway); five miles from tunnel take exit to "Newark and the Oranges" onto Raymond Blvd. Follow this past Penn Station (two miles) and turn right on Washington Street (four blocks past McCarter Highway). Go two blocks on Washington Street to New Street. Turn left on New Street to campus.

Lincoln Tunnel:

To Route 3; follow signs to New Jersey Turnpike South. See Turnpike directions above.

■ TO NEW BRUNSWICK CAMPUSES

From the New Jersey Turnpike: Turn off at Exit 9 and follow signs reading "Route 18 North-New Brunswick."

ToCook-DouglassCampus:

Bear right at sign reading "George Street". The overpass takes you to Douglass campus. For Cook College, proceed to second traffic light beyond the overpass and turn left onto Nichol Avenue. Follow signs to the campus.

ToCollegeAvenuecampus:

Proceed along Route 18 North to Route 27 South (Albany Street). At third light, turn right onto George Street.

ToBuschcampus&GSMOfficesonLivingstoncampus:

Continue on Route 18, crossing the Raritan River via the Lynch Bridge. Proceed past light at end of bridge onto Metlars Lane. Proceed on Metlars Lane until first light (Avenue E). Turn right at light for Livingston campus, GSM and the Levin Building. Turn left for the Busch campus.

TotheLevinBuidingonRutgersLivingstonCampus:

After entering the Livingston campus, take the second left and 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. From the Garden State Parkway: Coming from the north: take the Parkway South to the New Jersey Turnpike South (Exit 130) to Route 1. Proceed to campuses as you would from the New Jersey Turnpike (Exit 9 North). Coming from the south: take the Parkway North to exit 105. Follow signs Route 18 North. Proceed to campuses as you would from the New Jersey Turnpike.

From Route 1 to College Avenue, Busch and Livingston campuses:

Turn at "Route 18 North-New Brunswick" and proceed as you would from the New Jersey Turnpike.

ToCook-Douglasscampus

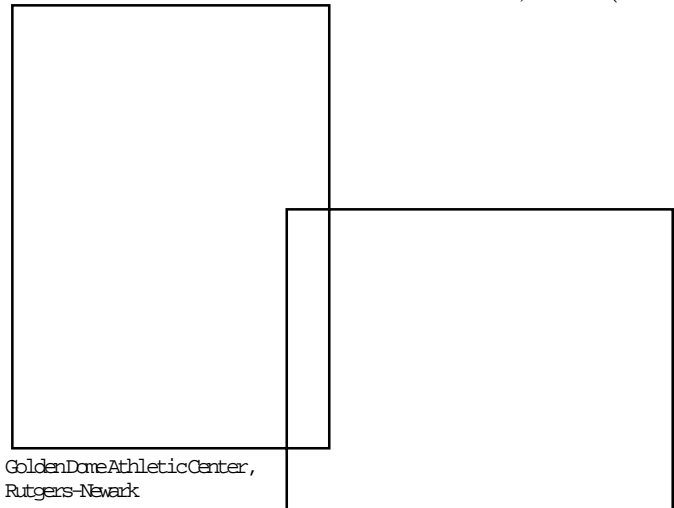
Exit at Route 18 North and proceed as you would from the New Jersey Turnpike.

ByTrain:

To New Brunswick train station using NJ Transit, take taxi (2.9 miles) to Levin Building.

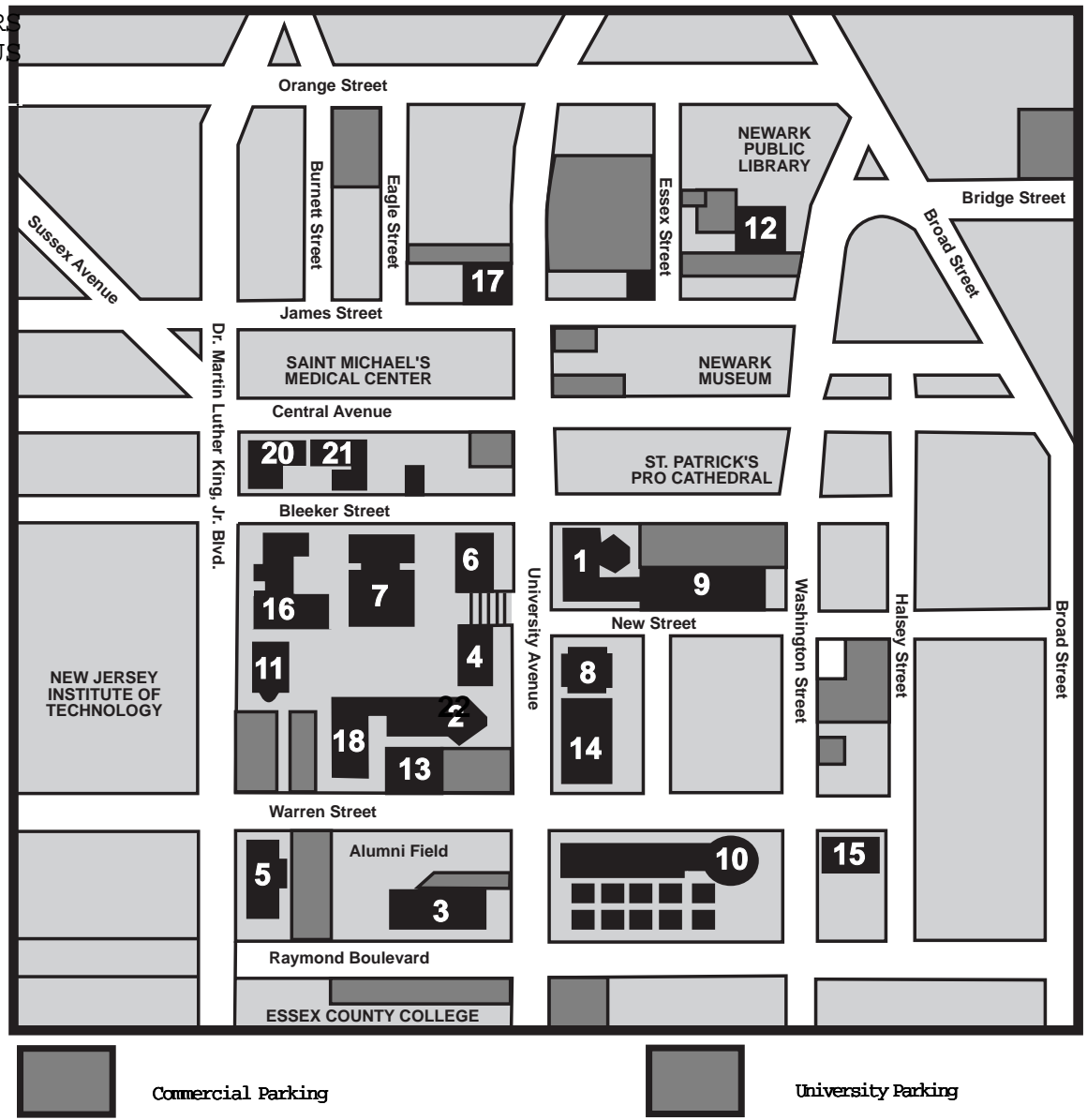
ByBus:

Suburban transit from NY or Princeton area to New Brunswick train station. From train station, take taxi (as above).



Golden Dome Athletic Center,
Rutgers-Newark

Management Education Center

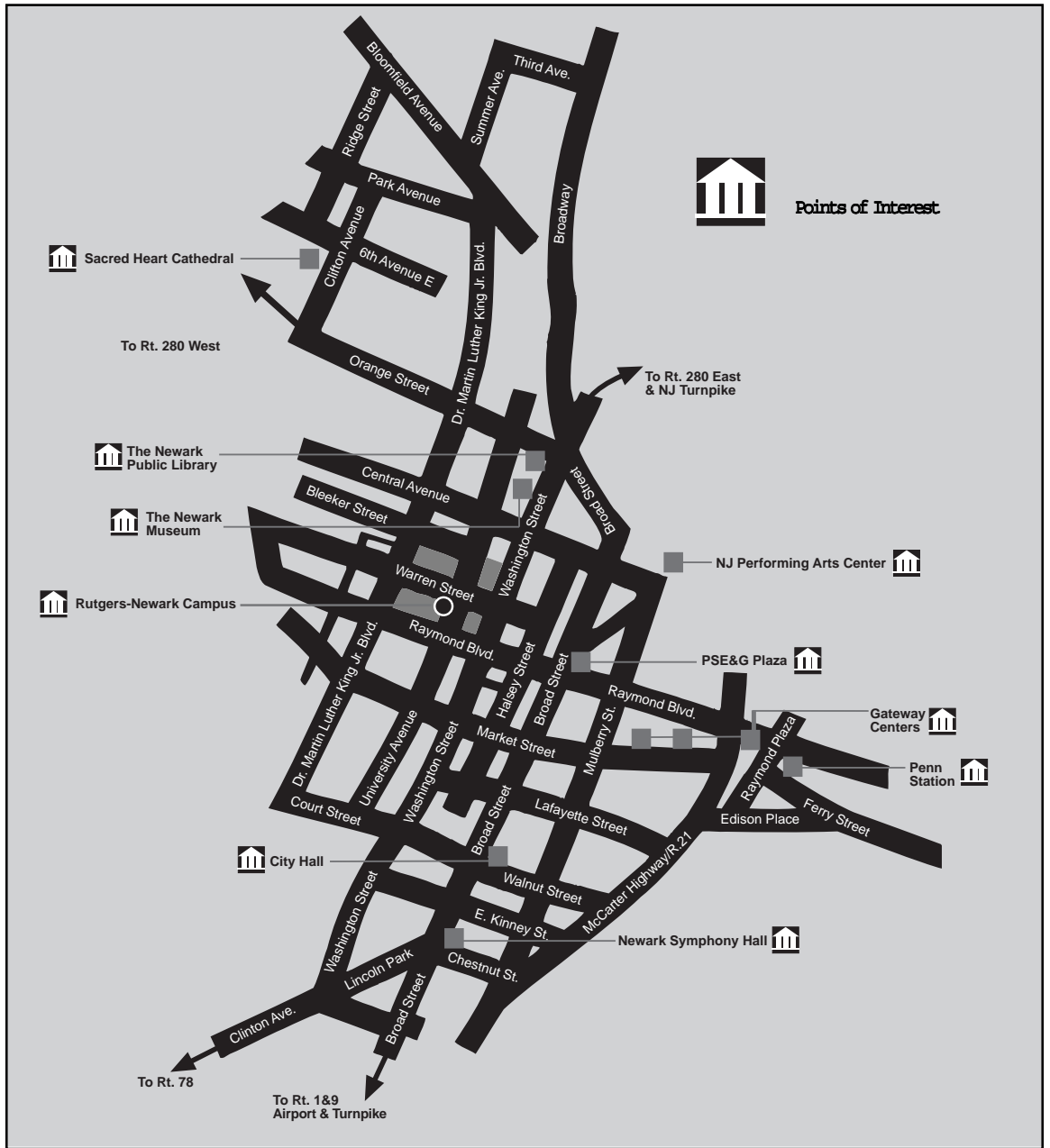


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|---|---|
| <ul style="list-style-type: none"> 1 Ackerson Hall, 180 University Avenue 2 Aidelman Research Center, 197 University Avenue 3 Blumenthal Hall, 249 University Avenue 4 Boydell Hall, 195 University Avenue 5 Bradley Hall, 110 Warren Street 6 Conklin Hall, 175 University Avenue 7 Dana Library, 185 University Avenue 8 Engelhard Hall, 92 New Street 9 Management Education Center, 81 New Street 10 Golden Dome Athletic Center, 42 Warren Street 11 Hill Hall, 360 Dr. Martin Luther King Jr. Blvd. 12 S.I. Newhouse Center for Law and Justice, 15 Washington Street | <ul style="list-style-type: none"> 13 Olson Hall, 73 Warren Street 14 Parking Deck I and University Police Headquarters, 200 University Avenue 15 Parking Deck II, 166 Washington Street 16 Paul Robeson Campus Center, 350 Dr. Martin Luther King Jr. Blvd. 17 Physical Plant Offices, 85 University Avenue 18 Smith Hall, 101 Warren Street 19 Stonsby Commons, 91 Bleeker Street 20 Talbot Apartments, 101 Bleeker Street 21 Woodward Hall, 92 Bleeker Street 22 (opening 1999) Center for Law and Justice |
|---|---|

Graduate School of Management:
 1 Ackerson Hall
 8 Engelhard Hall
 9 Management Education Center

DOWNTOWN
NEWARK

.....



 Rutgers-Newark Campus

RUTGERS
NEW BRUNSWICK/
LIVINGSTON
CAMPUS



- | | | | |
|-----|---------------------------------------|-----|--|
| 7 | AAUP | 226 | Media Services |
| 12 | A F S C M E | 235 | Livingston Art Center |
| 22 | Athletic Department Training Quarters | 236 | Livingston Art Studio |
| 23 | Athletic Fields | 237 | Livingston Bookstore |
| 27 | Beck Hall | 238 | Livingston Theater |
| 50 | Livingston Student Center (LSC) | 239 | Local 888 |
| 53 | Campus Supply | 242 | Louis Brown Athletic Center (the "RAC") |
| 62 | Lucy Stone Hall (Livingston) | 243 | Lucy Stone Hall |
| 70 | Center for Government Services | 247 | Material Services (Surplus Property) |
| 75 | Center for Urban Policy Research | 271 | North Tower (Ernest Lynton Tower) |
| 77 | Ceramic/Sculpture Laboratory | 273 | Occupational and Environmental Health and Safety |
| 94 | Tillet Hall | 275 | Office of Television and Radio |
| 97 | Consortium for Education Equity | 294 | Plastics Recycling Research |
| 98 | Construction Management | 299 | LPO-Tillet hall |
| 114 | Day Care Center (Livingston DCC) | 307 | Quad One Residence Hall |
| 124 | Tillet Hall | 308 | Quad Three Residence Hall |
| 130 | Eating Disorder Clinic | 309 | RAC (Louis Brown Athletic Center) |
| 139 | Equipment Inventory | 310 | Radiation Science |
| 140 | Facilities Design | 311 | Livingston Gymnasium |
| 143 | Facilities Maintenance (Livingston) | 316 | Social Work, Continuing Education |
| 171 | Busch/Livingston Health Center | 343 | South Tower (Ernest Lynton Tower) |
| 188 | Interior Design | 355 | Tillet Hall |
| 199 | Key Shop (Livingston) | 357 | Transaction Press, INC. |
| 205 | Tillet Hall | 361 | University Post Office |
| 209 | LIV-Tillet 111 | 367 | Visual Arts Building |
| 212 | Levin Building, Janice H. | 384 | LIV-Lucy Stone Hall B103 |
| 221 | Kilmer Area Library | | |

Graduate School of Management: 212 Janice H. Levin Building

QUICK REFERENCE
PHONE , LOCATION
& EMAIL GUIDE

NOTE ON PHONE NUMBERS:

all 353 exchanges are area code 973 (old 201) , all 445 exchanges are area code 732 (old 908)

<u>NAME</u>	<u>LOCATION</u>	<u>PHONE</u>	<u>EMAIL ADDRESS</u>
ACEVEDO, Narda	200F-A	353-1002	nacevedo@gsmack.rutgers.edu
ADAM, Nabil	200Q-A	353-5239	adam@adam.rutgers.edu
ADAMS, Jacqueline	101-E	353-1661	jadams@gsmack.rutgers.edu
ADLER, Moshe	317-A	353-5352	madler@andromeda.rutgers.edu
AGINA, Ines	200-A	353-5015	agina@gsmack.rutgers.edu
AHLAWAT, Sunita	229-L	445-4364	ahlawat@everest.rutgers.edu
ALBANESE, Mary Ann	221-E	353-5275	malbanes@gsmack.rutgers.edu
ALLEN, Gillian	300-A	353-5627	gallen@andromeda.rutgers.edu
ALVAREZ, Miriam	200S-A	353-1643	miriama@gsmack.rutgers.edu
ANDES, Grace	302-A	353-1644	gandes@gsmack.rutgers.edu
ANNONE, Sandra	219-E	353-1130	sannone@gsmack.rutgers.edu
ARABIE, Phipps	300M-A	353-1020	arabie@andromeda.rutgers.edu
ARMSTRONG, Ronald	212-A	353-5682	ramstro@andromeda.rutgers.edu
ATLURI, Vijayalakshmi	200R-A	353-1642	atluri@andromeda.rutgers.edu
AVI-ITZHAK, Benjamin	234A-L	445-3291	aviitzhak@rutcor.rutgers.edu
BAILEY, James	109-E	353-5737	jbailey@andromeda.rutgers.edu
BARATTA, James	259-L	445-5849	baratta@everest.rutgers.edu
BARNER, Katria	300-A	353-5621	
BASUROY, Suman	310-A	353-1645	basuroy@andromeda.rutgers.edu
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BEN-ISRAEL, Adi	249-L	445-3243	bisrael@rutcor.rutgers.edu
BICKSLER, James	300R-A	353-5315	
BRENNAN, Linda	200-A	353-5761	lbrennan@gsmack.rutgers.edu
BRICK, Ivan	136MEC	353-5155	ibrick@andromeda.rutgers.edu
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CHO, Theresa Seung	236-L	445-5648	cho@everest.rutgers.edu
CHEN, Chao	332MEC	353-5425	chaochen.@andromeda.rutgers.edu
CHEN, Kevin	231-L	445-4370	kchen@everest.rutgers.edu
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CHOI, S. Chan	305-A	353-5635	chanchoi@andromeda.rutgers.edu
CONTRACTOR, Farok	338MEC	353-5348	farokc@gsmack.rutgers.edu
CREW, Michael	200P-A	353-5049	mcrew@gsmack.rutgers.edu
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QUICK REFERENCE
PHONE, LOCATION
& EMAIL GUIDE,
CONT.

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FAIR, Bernice	341MEC	353-5136	bfair@gsmack.rutgers.edu
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GOODMAN, Leonard	234-L	445-4396	goodman@everest.rutgers.edu
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GRAY, Peter H.	113-L	445-5641	gray@everest.rutgers.edu
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HAMMER, Peter	Rutcor	445-4812	hammer@rutcor.rutgers.edu
HARMON, Kathleen Connelly	219-A	353-5028	kconnell@gsmack.rutgers.edu
HARMON, Randy	BIC-NB	(732) 545-3221	rgharmon@gsmack.rutgers.edu
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HARTMAN, Edwin	327MEC	353-5987	ehartman@gsmack.rutgers.edu
HAYES, Stephanie	115 B-E	353-1234	
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HOOIJBERG, Robert	306MEC	353-1066	hooijbrg@andromeda.rutgers.edu
HOPPER, Brenda	202A-A	353-5950	bhopper.andromeda.rutgers.edu
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JAGPAL, Harsharanjeet	303-A	353-5365	jagpal@andromeda.rutgers.edu
JANUARY, Carolyn	300-A	353-5950	**
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OFFICE FAX NUMBERS:

Accounting & Information Systems	353-1283
Admissions	353-1592
Business & the Arts	353-1006
Career Services	353-1400
Communications	353-1006
CRRI	353-1348
Dean's Office-Newark	353-1345
Dean's Office - New Brunswick	445-5647
Executive MBA	353-1424
Finance & Economics	353-1233
Interfunctional Management	353-5889
International Business	353-1273
Marketing	353-1325
MS/IS	353-5003
NJSBDC	353-1110
Organization Management	353-1664
Ph.D Program	353-5691
Professional Accounting	353-1424
SB/M Alumni Association	353-1278
School of Management	353-5782
Student Services - Newark	353-1057
Student Services - NB	445-5822
School of Business - NB	445-5647

All 353 exchanges are area code 973.
All 445 exchanges are area code 732.

CALLING TO OTHER CAMPUSES FROM NEWARK CAMPUS

To Camden Campus	To New Brunswick/Livingston/Busch Campuses	
233+121+extension	<u>932 exchange</u>	<u>445 exchange</u>
	233+2+extension	233+5+extension

WEB SITE DIRECTORY

Rutgers University home page:
<http://www.rutgers.edu>

Rutgers Faculty of Management home page:
<http://business.rutgers.edu>

Rutgers-Newark home page:
<http://info.rutgers.edu/newark>

Financial Aid Home Page on the Internet:
http://www.rutgers.edu/services/financial_aid

Computer Services Web Sites:
Newark:
http://info.rutgers.edu/newark/html/computing_services.html
New Brunswick:
<http://www.nbcs.rutgers.edu>

Student Accounts Information:
<http://www.nbcs.rutgers.edu/ic/eden.html>

Rutgers alumni:
<http://www.rutgers.edu/university/alumni>

NJSBDC (New Jersey Small Business Development Centers)
www.nj.com/smallbusiness

Rutgers Accounting Web (RAW):
www.rutgers.edu/accounting/raw

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NOTE ON PHONE NUMBERS:

all 353 exchanges are area code 973 (old 201), all 445 exchanges are area code 732 (old 908)

OFFICE	LOCATION*	PHONE
Office of the Dean-Newark	220 MEC	353-5128
Office of the Dean - New Brunswick	112 L	445-3600
Accounting Research Center	300V-A	353-5172
Accounting/MIS	302-A	353-1644
Admissions	115-E	353-1234
Business & The Arts	326 MEC	353-5961
Center for Management Development	Levin 201	445-5639
Career Service & Placement Programs	221 MEC	353-5648
Center for Research in Financial Services	135 MEC	353-5471
Center for Research in Regulated Industries	200-A	353-5761
Development Office	216 MEC	353-1327
Executive MBA Program	219-A	353-5015
Finance and Economics	200-A	353-5761
Interfunctional Management Program	300V-A	353-5004
International Business /Business Environment	325 MEC	353-1651
Mailroom & Reproduction Services	218-A	353-5735
Mailroom	(Bradley Hall) 1st floor	353-5327
Management Science/Computer Info Systems	200S-A	353-1643
Marketing	300L-A	353-5266
MBA Director's Office	200K-A	353-5226
Microcomputer Lab	309-E	353-5788
NJ Small Business Development Center Headquarters	202-A	353-5950
Organizational Management	305 MEC	353-1650
PhD in Management Program	200-A	353-5371
Professional Accounting Program	200-A	353-5510
RUCS - Computer Center	319-E	353-5083
Rutgers Minority Investment Company	300-A	353-5627
Rutgers Small Business Development Center	202-A	353-5950
SB/M Alumni Association Office	15 Wash. St., Newark	353-5242
School of Business - Dean's Office	112-L	445-3600
School of Management - Dean's Office	109-E	353-5737
School of Management, Student Services	101-E	353-5169
Small Business Information Services Center	203A	353-1597
Student Services/Graduate School of Management	221-E	353-5275
Technology Help Desk and Incubator		445-3221
Technology Management Research Center	309-A	353-1077

*LOCATION CODES

A: Ackerson Hall, 180 University Ave., Rutgers-Newark Campus

E: Engelhard Hall, 92 New St., Rutgers-Newark Campus

MEC: Management Education Center, 81 New Stree, Rutgers-Newark Campus

L: Janice H. Levin Building, Rockefeller Road, Rutgers-Livingston Campus

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