

RUTGERS BUSINESS SCHOOL: Undergraduate– New Brunswick



Information on the following subjects may be found in the General Information section at the back of this catalog: Student Life and Services, Admission, Tuition and Fees, Financial Aid, and University Policies and Procedures.

Web Site: <http://business.rutgers.edu>

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General Information

HISTORY AND AIMS OF THE SCHOOL

The Rutgers Business School: Undergraduate–New Brunswick (RBS–UNB) offers major programs that lead to the bachelor of science degree in accounting, finance, management, management science and information systems, and marketing. Undergraduate degrees in the broad functional areas of business have been offered on the New Brunswick/Piscataway campus since 1934. In 1981, these departments were reorganized into the School of Administrative Sciences under the Faculty of Professional Studies.

In June 1984, the university's Board of Governors approved a reorganization of the School of Administrative Sciences into the School of Business. The new School of Business received final approval from the New Jersey Department of Higher Education in February 1986, and began operation as a distinct unit on September 1, 1986. In April 1991, the School of Business–New Brunswick received its accreditation from AACSB International–The Association to Advance Collegiate Schools of Business in both business administration and accounting.

In 1996 the School of Business, the School of Management in Newark, and the Graduate School of Management, the business units on Rutgers northern campuses, were merged into a single school that was subsequently named Rutgers Business School–Newark and New Brunswick. The undergraduate business program in New Brunswick remains a separate program—with unique entrance and graduation requirements—within the Rutgers Business School.

The Rutgers Business School: Undergraduate–New Brunswick has the following missions: to provide a high-quality, upper-division program of study for students wishing to pursue professional careers in industry and public accounting firms, to expand the university's research efforts in the areas of business and managerial issues, to encourage faculty in business studies to serve the business and government communities, and to participate in professional associations.

THE PROGRAM

The undergraduate majors offered by the Rutgers Business School: Undergraduate–New Brunswick presently include accounting, finance, management, management science and information systems, and marketing.

Each major leads to the degree of bachelor of science. The degree is granted jointly by the Rutgers Business School: Undergraduate–New Brunswick and the student's liberal arts college. All business students must satisfy the requirements of RBS–UNB as well as the academic requirements of one of the following undergraduate liberal arts colleges at New Brunswick/Piscataway: Douglass College, Livingston College, Rutgers College, or University College–New Brunswick. Rutgers Business School:

Undergraduate–New Brunswick students retain their affiliation with their undergraduate liberal arts colleges while enrolled in RBS–UNB.

Each of the business majors has been coordinated with the curricula of the four colleges to combine a liberal arts foundation in mathematics, the natural sciences, the social and behavioral sciences, and the humanities, with an upper-division professional specialization in one of the broad functional areas of business. The Rutgers Business School: Undergraduate–New Brunswick's curriculum is an upper-division course of study and is taken during the student's junior and senior years.

The purpose of the curriculum is to provide for a broad education that prepares the student for imaginative and responsible citizenship and leadership roles in business and society. The curriculum is responsive to social, economic, and technological developments and reflects the application of evolving knowledge in economics and the behavioral and quantitative sciences. All Rutgers Business School: Undergraduate–New Brunswick programs of study include emphases on written and oral expression.

Through course work at RBS–UNB, every student is exposed to the international dimensions of business, to the economic and legal environments as they pertain to profit and nonprofit organizations, and to the effects of ethical considerations and social and political influences on such organizations. In studies outside the Rutgers Business School: Undergraduate–New Brunswick, each student gains an understanding of the political and legal environments of business and society through course work in areas such as political science, public administration, and ethics.

ADMISSION

The academic departments of the Rutgers Business School: Undergraduate–New Brunswick share a common, yearly admissions procedure. *Students must apply for admission to the business majors in RBS–UNB through an admissions procedure separate from the one through which they enter the university.* Students already enrolled at one of the liberal arts colleges should apply for admission to the Rutgers Business School: Undergraduate–New Brunswick from November 1 to December 15 of their sophomore year for entrance in the following fall term (junior year). Incoming transfer students should obtain information about the separate admissions procedure from the Office of the Dean, Rutgers Business School: Undergraduate–New Brunswick. The selective admissions policy based on educational criteria is designed to deal with the size limitation of the school and growing student demand in an equitable manner. Given the mission of the Rutgers Business School: Undergraduate–New Brunswick program is to provide an undergraduate education, priority will be given to those applicants who are pursuing their first bachelor's degree. Those who have a bachelor's degree and are interested in business education should give serious consideration to continuing their studies in an M.B.A. program.

The faculty of the school seeks to attract a highly motivated and diverse student body in accordance with the policies and procedures established by the Faculty Advisory Committee on Admissions to the Rutgers Business School: Undergraduate–New Brunswick and by university regulations.

Eligibility Requirements

To be admitted to the school, students must satisfy a set of eligibility requirements that consists of three parts: courses, credits, and cumulative grade-point average. Fulfillment of these minimum requirements, however, does not ensure admission to the school.

Course Requirements. Applicants must complete the following six eligibility courses with grades of *C* or better before they can begin study in the Rutgers Business School: Undergraduate–New Brunswick:

- 33:010:272 Introduction to Financial Accounting (3) *
- 01:198:170 Computer Applications for Business (3) †
- 01:220:102 Introduction to Microeconomics (3)
- 01:220:103 Introduction to Macroeconomics (3)
- 01:640:135 Calculus I (4) †
- 01:960:285 Introductory Statistics for Business (3) †

Students completing any of the six eligibility courses at schools other than those at Rutgers–New Brunswick should determine the transferability of the course *before* enrolling in the course. If the course does not transfer as an equivalent to the Rutgers–New Brunswick course, the course will not satisfy the eligibility requirement for Rutgers Business School: Undergraduate–New Brunswick admission.

Applicants to the Rutgers Business School: Undergraduate–New Brunswick must have made substantial progress toward completion of the six eligibility courses and must be in the process of completing the remaining courses by the time they submit an application. Normally, students complete the following four courses prior to submitting the application:

- 01:198:170 Computer Applications for Business (3) †
- 01:220:102 Introduction to Microeconomics (3)
- 01:220:103 Introduction to Macroeconomics (3)
- 01:640:135 Calculus I (4) †

Students usually register for the remaining courses while their application is being evaluated:

- 33:010:272 Introduction to Financial Accounting (3) *
- 01:960:285 Introductory Statistics for Business (3) †

Admission is contingent upon the successful completion of all of the eligibility courses with grades of *C* or better. If the course requirements are not satisfied prior to the start of the fall term immediately following the student's acceptance, the offer of admission is withdrawn.

Credit Requirement. Students should apply for admission only if they anticipate completing 54 or more degree credits before beginning their business programs. If at least 54 credits are not achieved by the beginning of the fall term into which the student was admitted to the school, the offer of admission is withdrawn and the student is not permitted to enroll in RBS–UNB courses.

Cumulative Grade-Point Requirement. Because admission to the Rutgers Business School: Undergraduate–New Brunswick is highly competitive and the number of applications and spaces available in the school may vary from one application cycle to the next, the cumulative grade-point average needed for admission also may vary from one application cycle to the next. The Faculty Advisory Committee on Admissions for the Rutgers Business School: Undergraduate–New Brunswick determines the cumulative grade-point average needed for admission each application cycle. Students who receive an offer of admission must maintain the grade-point average set by the Faculty Advisory Committee on Admissions until study in the Rutgers Business School: Undergraduate–New Brunswick begins. Students whose cumulative grade-point average falls below the stated level are not permitted to enter the school. The Rutgers Business School: Undergraduate–New Brunswick calculates the cumulative grade-point average in a uniform manner regardless of the student's undergraduate college.

Transfer students who are admitted into the Rutgers Business School: Undergraduate–New Brunswick are admitted based on the cumulative grade-point average from the college that they most recently attended where they have completed 12 or more credits. In addition, transfer students who have been admitted simultaneously into the Rutgers Business School: Undergraduate–New Brunswick and one of the liberal arts colleges at Rutgers–New Brunswick/Piscataway must maintain the cumulative grade-point average stated in their letter of admission through their first 12 degree credits at Rutgers–New Brunswick/Piscataway.

Normally, students who plan to apply to the Rutgers Business School: Undergraduate–New Brunswick should satisfy their college's area distribution requirements as well as the business school's eligibility requirements during their first 60 credits. Students already enrolled at one of the liberal arts colleges should, during their first year, declare a prebusiness curriculum (006). To make this declaration, students should consult with the Office of the Dean for Academic Services/Student Services at their liberal arts college.

* Applicants desiring a major in accounting must earn a grade of at least *B* in this course.

† Applicants desiring a major in management science and information systems must earn a grade of *B* or better in this course.

Academic Policies and Procedures

Note: See also the University Policies and Procedures section for regulations that pertain to all the undergraduate colleges at Rutgers–New Brunswick/Piscataway. In addition, business students are subject to the academic policies and procedures of both the Rutgers Business School: Undergraduate–New Brunswick and the liberal arts college in which they are enrolled.

STUDENT RESPONSIBILITY TO KEEP INFORMED

In addition to the material in this catalog, important information about RBS–UNB is printed in the *Undergraduate Schedule of Classes*. RBS–UNB students are responsible for keeping themselves informed of all policies and procedures announced in these publications and in notices posted on bulletin boards in the departments, the Office of the Dean, and the lobby of the Janice H. Levin Building, as well as in notices distributed to students through the campus mail system, and the university and business school email systems. Students must have a Rutgers email account to access these systems.

ACADEMIC CREDIT FOR TRANSFER COURSES

The Rutgers Business School: Undergraduate–New Brunswick follows the guidelines on transfer credit established by the Association to Advance Collegiate Schools of Business (AACSB). If the school offers a course at the upper-division level (300 level or higher) that the student has taken at the lower division (100–200 level) at another institution, AACSB regulations require validation of the transfer course. In the Rutgers Business School: Undergraduate–New Brunswick, the validation procedure is either a written examination or successful completion of advanced courses in the subject field for which the transfer course is a foundation. In general, the school considers only the following courses for transfer credit. The validation procedure also is described for each course.

01:198:170 Computer Applications for Business: Students who have completed with a grade of *C* or better a course comparable to the general introductory computer course 01:198:110 Introduction to Computers and Their Application, prior to their admission into Rutgers, must pass 33:623:370 Management Information Systems or 33:010:458 Accounting Information Systems with a grade of *C* or better during their first term in the Rutgers Business School: Undergraduate–New

Brunswick. If the student does not earn a grade of *C* or better in 33:623:370 or 33:010:458, the course 01:198:170 must be taken and passed with a grade of *C* or better before the student may continue his or her studies in the school.

01:960:285 Introductory Statistics for Business: Students who have completed with a grade of *C* or better a comparable statistics course prior to their admission into Rutgers must pass 33:623:385 Statistical Methods in Business with a grade of *C* or better during their first term in the Rutgers Business School: Undergraduate–New Brunswick. If the student does not earn a grade of *C* or better in 33:623:385, the course 01:960:285 must be taken and passed with a grade of *C* or better before the student may continue his or her studies in the school.

33:010:272 Introduction to Financial Accounting: The transfer course will be accepted as meeting eligibility requirements if approved by the Department of Accounting and Information Systems.

33:010:325 Intermediate Accounting I: The student must pass a validation examination.

33:140:320 Business Law I: The student must pass a validation examination.

33:620:300 Principles of Management: To receive transfer credit, the student must pass a validation examination.

33:630:301 Introduction to Marketing: To receive transfer credit, the student must pass a validation examination.

Upper-level Rutgers Business School: Undergraduate–New Brunswick courses taken as upper-level courses at another institution are considered for transfer only if the credit-granting school is accredited by the Association to Advance Collegiate Schools of Business (AACSB).

Students who are interested in transferring academic credit should consult with the appropriate academic department concerning additional details about courses that are eligible for transfer and about the validation procedure.

In order to receive a degree from the Rutgers Business School: Undergraduate–New Brunswick, the student must take at least 30 of his or her last 36 business credits in the Rutgers Business School: Undergraduate–New Brunswick program.

ACADEMIC ADVISING

Students should consult an academic adviser when they plan their academic program. The Office of the Dean can provide general advising on the school's admission policy. The department chairpersons and any other member of the school's faculty can provide specific advising concerning the development of an academic program. The student must assume full responsibility for satisfying the academic requirements of the school.

GRADES

Students may not enroll in courses offered by the Rutgers Business School: Undergraduate–New Brunswick on a *Pass/No Credit (P/NC)* or *Satisfactory/Unsatisfactory* basis.

SCHOLASTIC STANDING

Students accepted into the Rutgers Business School: Undergraduate–New Brunswick remain enrolled at their liberal arts college throughout the four-year undergraduate program, and are expected to complete the academic requirements of the major and the liberal arts college.

For the Rutgers Business School: Undergraduate–New Brunswick, an Academic Standards Committee, which consists of the department chairpersons and the associate dean of instruction, reviews all student academic problems.

While academic standards involve many issues beyond academic performance, including adherence to university procedures regarding academic dishonesty and illegal and/or unauthorized actions in the academic setting, students should be aware of the school's specific policy on grades for required, business-related courses. The policy has three parts:

1. Students must retake any required course in which they earn a grade of *D* (1.0) or *F/NC* (0.0) and improve the grade to a *C* (2.0) or better. If students receive a grade of *D* or *F/NC* in a course that is a prerequisite to another course, they must repeat the course in which they received the *D* or *F/NC* and receive a grade of *C* or better before they may take the next course.

2. Failure to receive a grade of *C* or better on a student's second attempt in a given required course will result in dismissal from the Rutgers Business School: Undergraduate–New Brunswick.
3. Students must not earn a grade of *D* or *F/NC* in more than two required courses. Three grades of *D* and/or *F/NC* will result in dismissal from the school.

Since students in the Rutgers Business School: Undergraduate–New Brunswick retain their affiliation with their liberal arts colleges, dismissal from the business school is independent of academic action by the liberal arts college. Dismissal from RBS–UNB means the student may not pursue a Rutgers Business School: Undergraduate–New Brunswick major. It may be possible for the student to pursue another major through his or her liberal arts college.

Students dismissed from the Rutgers Business School: Undergraduate–New Brunswick may petition the Academic Standards Committee for reconsideration. This must be done in writing by the date indicated in their letter of dismissal.

These guidelines complement current college/university regulations on student academic performance.

Major Requirements

The course requirements for Rutgers Business School: Undergraduate–New Brunswick programs of study can be divided into three parts: eligibility courses that students must complete for admission to the business majors in the business school, core course requirements that all students must complete regardless of their choice of major program (accounting, finance, management, management science and information systems, or marketing), and a combination of required and elective courses that students take according to their choice of major. Students must complete the requirements of the major that are in effect at the time of their admission into the major. It should be noted that students majoring in any program offered by the Rutgers Business School: Undergraduate–New Brunswick are limited to earning a maximum of 60 credits toward a degree in business school courses. All core courses and required courses specific to the major must be completed with a grade of C or better.

Eligibility Courses

- 33:010:272 Introduction to Financial Accounting (3)
- 01:198:170 Computer Applications for Business (3)
- 01:220:102 Introduction to Microeconomics (3)
- 01:220:103 Introduction to Macroeconomics (3)
- 01:640:135 Calculus I (4)
- 01:960:285 Introductory Statistics for Business (3)

Core Courses (31 credits)

- 33:010:272 Introduction to Financial Accounting (3)
- 33:010:275 Introduction to Managerial Accounting (3)
- 33:011:300 Business Forum (1)
- 33:140:320 Business Law I (3)
- 33:390:300 Introduction to Financial Management (3)
- 33:620:300 Principles of Management (3)
- 33:620:492 Business Policy and Strategy (3)
- 33:623:370 Management Information Systems (3) *
- 33:623:385 Statistical Methods in Business (3)
- 33:623:386 Operations Management (3)
- 33:630:301 Introduction to Marketing (3)

Required and Elective Courses Specific to the Major

Accounting:

- 33:010:325 Intermediate Accounting I (3)
- 33:010:326 Intermediate Accounting II (3)
- 33:010:401 Advanced Accounting (3)
- 33:010:415 Concepts of Auditing (3)
- 33:010:421 Income Tax Accounting (3)
- 33:010:451 Cost Accounting (3)
- 33:010:458 Accounting Information Systems (3)
- One 3-credit business elective (accounting elective is suggested)

Finance:

Required courses (9 credits):

- 33:390:380 Investment Analysis (3)
- 33:390:400 Corporate Finance (3)

Choose one course from the following:

- 33:390:410 Asset Pricing and Portfolio Analysis (3)
- 33:390:420 Futures and Options (3)

Finance electives (12)

Management:

- 33:620:365 Management of Human Resources (3)
- 33:620:369 International Business (3)
- 33:620:490 Organizational Behavior (3)
- Management electives (9)

Management Science and Information Systems:

- 33:623:400 Advanced Operations Management (3)
- 33:623:470 Advanced Management Information Systems (3)
- 33:623:490 Case Studies in Management Science and Information Systems (3)
- Management science and information systems electives (15)

Marketing:

- 33:630:374 Consumer Behavior (3)
- 33:630:385 Marketing Research (3)
- 33:630:452 Marketing Strategy (3)
- Marketing electives (12)

Scheduling the Program

The business studies program is only part of the student's academic program. As noted earlier, a maximum of 60 credits may be earned toward the degree in courses taught at the Rutgers Business School: Undergraduate–New Brunswick. Students should complement their professional education with course work in the humanities, mathematics, natural sciences, and social and behavioral sciences that satisfy the arts and sciences electives and the area distribution requirements of their liberal arts college. In order to design an integrated academic program, full-time students should plan their program over four years. During the first two years, the potential business student should formulate a schedule that comprises liberal arts and science classes designed to meet their college's area distribution requirements, liberal arts and science electives, and the eligibility courses for entrance into the Rutgers Business School: Undergraduate–New Brunswick. During the remaining two years, the schedule focuses on completing the 49 to 55 credits required of the business major. Business majors should consult with an academic adviser in their department when they are planning their academic program. An academic program might follow the general guidelines suggested below.

Note: Students who select an accounting, finance, or marketing major enroll in 52 credits of Rutgers Business School: Undergraduate–New Brunswick courses and 68 credits of electives and area distribution requirements (ADRs) for a total of 120 credits. For management majors, the comparable numbers are 49 and 71 credits, and for management

* Not required for accounting majors.

science and information systems majors, the numbers are 55 and 65 credits. Each of the undergraduate liberal arts colleges has its own ADRs; students should consult with their college academic adviser for details.

	Rutgers Business School: Undergraduate–New Brunswick	Electives and ADRs
First Year		
Eligibility courses:		
01:198:170		3
01:220:102		3
01:220:103		3
01:640:135		4
Electives and ADRs		20
Sophomore Year		
Business core curriculum:		
33:010:272	3	
Electives and ADRs		18
01:960:285		3
Junior and Senior Years		
Business core curriculum:		
33:010:275	3	
33:011:300	1	
33:140:320	3	
33:390:300	3	
33:620:300	3	
33:620:492	3	
33:623:370	3	
33:623:385	3	
33:623:386	3	
33:630:301	3	
Business electives	18–24	
Electives and ADRs	<hr style="width: 50px; margin-left: 0;"/>	<u>11–17</u>
Total (120 credits)	49–55	65–71

Course Listing

Explanation of Three-Part Course Numbers

The number preceding each course title is divided into three parts. The first two digits are the administrative code (standing for a faculty or a school), the next three digits are the subject code, and the final three digits are the course code.

Administrative Codes

The code for the Rutgers Business School: Undergraduate–New Brunswick is 33. For a complete list of administrative codes used in this catalog, see the beginning of the Programs of Study for Liberal Arts Students section.

Subject Codes

A subject code comprises the third through fifth digits in all course numbers and indicates the subject matter of the course. Courses with the following subject codes are listed in this chapter. (This does *not* constitute a list of majors.)

- 010 Accounting
- 011 Administrative Studies
- 140 Business Law
- 390 Finance
- 620 Management
- 623 Management Science and Information Systems
- 630 Marketing

Course Codes

The course code comprises the sixth, seventh, and eighth digits in all course numbers. Course codes from 100 to 299 indicate introductory and intermediate undergraduate courses. Codes from 300 to 499 indicate advanced undergraduate courses. (Courses coded from 500 to 799 are graduate courses.)

Two course codes separated by a comma indicate that each term may be taken independently of the other (example: 33:620:495,496). Two course codes separated by a hyphen indicate that satisfactory completion of the first term is a prerequisite to the second term (example: 33:010:325-326); the first term may be taken for credit without taking the second, except where a statement is added to indicate that both term courses must be completed in order to receive credit.

Credits awarded for the successful completion of each course are indicated in parentheses following the course title. The notation *BA* indicates that the number of credits is determined by arrangement with the department offering the course.

ACCOUNTING 010

The accounting major consists of the business core curriculum (31 credits) and accounting courses (21 credits). For required courses, see the Major Requirements chapter. Additional information about the undergraduate program can be found at <http://business.rutgers.edu/undergrad/nb>.

33:010:272. INTRODUCTION TO FINANCIAL ACCOUNTING (3)

Not open to first-year students.

Introduction to basic accounting concepts, business and reporting, and accounting; emphasis on measuring and recording transactions and interpreting financial statements.

33:010:275. INTRODUCTION TO MANAGERIAL ACCOUNTING (3)

Prerequisites: 33:010:272. Admission to Rutgers Business School.

Introduction to basic concepts of management accounting with emphasis on decision making and controlling operations through the use of budgets and forecasting models, cost and activity analyses, and various financial and nonfinancial performance measures.

33:010:276. INTRODUCTION TO MANAGERIAL ACCOUNTING FOR ECONOMISTS (3)

Prerequisite: 33:010:272. Open only to economics majors. Credit not give for this course and 33:010:275.

Introduction to basic concepts of management accounting with emphasis on decision making for economics majors.

33:010:310. ACCOUNTING FOR ENGINEERS (3)

Open only to juniors majoring in industrial engineering.

Introduction to financial accounting and significant cost accounting concepts.

33:010:325. INTERMEDIATE ACCOUNTING I (3)

Prerequisite: 33:010:272. Open only to accounting majors.

Development of accounting principles under the corporate form of business organization. Topics include basic financial statements, cash and receivables, inventories, property, plant, equipment, and intangible assets.

33:010:326. INTERMEDIATE ACCOUNTING II (3)

Prerequisite: 33:010:325. Open only to accounting majors.

Continuation of 33:010:325 with topical coverage of long-term liabilities, stockholders' equity, investments, revenue recognition, accounting for income taxes, pensions, leases, accounting changes, and statement of changes in financial position.

33:010:401. ADVANCED ACCOUNTING (3)

Prerequisite: 33:010:326 or permission of the department. Open only to accounting majors.

Consolidated financial statements, including elimination of inter-company transactions. Accounting for foreign currency transactions and translation of foreign currency financial statements. Fund accounting for state and local governments. Reporting by segments of conglomerates.

33:010:415. CONCEPTS OF AUDITING (3)

Prerequisite: 33:010:325. Open only to accounting majors.

Introduction to the principles and concepts of the audit as an attestation service offered by the accounting profession. Primary emphasis is placed on generally accepted auditing standards, the role of the CPA/auditor in evidence collection, analytical review procedures and reporting, the CPA/auditor's ethical and legal responsibilities, and the role of the Securities and Exchange Commission and other constituencies. Audit testing including statistical sampling, internal control issues, and audit programs are discussed.

33:010:421. INCOME TAX ACCOUNTING (3)

Prerequisite: 33:010:325. Open only to accounting majors.

Analysis of the income tax laws as they apply to the income of individuals with emphasis on problems arising from these laws.

33:010:422. TOPICS IN INCOME TAXATION (3)

Prerequisites: 33:010:326 and 421. Open only to accounting majors.

Designed for those who will specialize in taxation. Examination of taxation problems of corporations and partnerships, corporate distributions, liquidations, reorganizations, and other corporate tax matters.

33:010:425. PRINCIPLES OF BUSINESS TAXATION (3)

Prerequisites: 33:010:326 and 421. Open only to accounting majors.

General principles in business taxation with emphasis on corporate taxation, taxation of capital gains, compensation, and corporate reorganizations.

33:010:433. GOVERNMENT AND NOT-FOR-PROFIT ACCOUNTING (3)

Prerequisite: 33:010:326. Open only to accounting majors.

Government and nonprofit accounting as it relates to governments, colleges, and universities, as well as voluntary health and welfare programs.

33:010:435. INTERNAL AND OPERATIONAL AUDITING (3)

Prerequisite: 33:010:415. Open only to accounting majors.

Different phases of internal auditing, control for quality of accounting information, and observance of laws for disclosure of information.

33:010:441. ADVANCED ACCOUNTING THEORY (3)

Prerequisite: 33:010:326. Open only to accounting majors.

Study of the current status of generally accepted accounting principles, including the historical and conceptual dimensions; analyses of the Accounting Principles Board (APB) Opinions and the Financial Accounting Standards Board (FASB) Statements; current theoretical controversies such as leases, pension costs, income definitions, inflation, and materiality.

33:010:451. COST ACCOUNTING (3)

Prerequisites: 33:010:275 and 325. Open only to accounting majors.

Basic cost concepts and the operation of the two basic cost systems (job order and process cost), including problems involving multiple product costing and standard cost with emphasis on variance analysis.

33:010:457. BUDGETARY CONTROL AND ADVANCED MANAGEMENT ACCOUNTING (3)

Prerequisites: 33:010:451, 33:623:385 and 386. Open only to accounting majors.

Continuing development of principles of cost accounting and budgets; cost-volume-profit analysis, budgeting, responsibility accounting, evaluating profit performances, distribution cost analysis, decision-making costs, and capital budgeting.

33:010:458. ACCOUNTING INFORMATION SYSTEMS (3)

Prerequisite: 01:198:170. Open only to accounting majors.

Management information systems concepts used to develop an accounting information system for corporations, with emphasis on general concepts, management of accounting data flow, and software controls.

33:010:472. ANALYSIS OF FINANCIAL STATEMENTS (3)

Prerequisite: 33:010:326. Open only to accounting majors.

Factors that affect the critical examination and interpretation of financial statements from the viewpoint of groups using such data with emphasis on accounting problems, analytical methods, and item content of formal statements.

33:010:490. INDEPENDENT PROJECT IN ACCOUNTING (3)

Prerequisite: Permission of department. Open only to accounting majors.

Individual research and/or reading program under guidance of member of the department.

33:010:495. HONORS PROJECT (3)

Prerequisite: Permission of department. Open only to accounting honors students.

Individual research and reading project.

ADMINISTRATIVE STUDIES 011

33:011:201. INTRODUCTION TO MANAGEMENT FOR NONBUSINESS MAJORS (3)

For nonbusiness majors only. Course offered only during Summer Session. No credit for business majors. Credit not given for both this course and 33:620:300.

Introduction to the concepts that provide a basis for understanding human behavior in organizations. Theories of leadership, motivation, group dynamics, and employee morale introduced. Examination of managerial functions in organizations.

33:011:202. INTRODUCTION TO MARKETING FOR NONBUSINESS MAJORS (3)

For nonbusiness majors only. No credit for business majors. Course offered only during Summer Session. Credit not given for both this course and 33:630:301.

Introduction to the marketing function in business: the process of creating goods and services in response to consumer wants and needs.

33:011:203. INTRODUCTION TO FINANCE FOR NONBUSINESS MAJORS (3)

For nonbusiness majors only. No credit for business majors. Course offered only during Summer Session. Credit not given for both this course and 33:390:300.

Introduction to concepts of value, valuation of financial instruments, capital budgeting, risk and return, and security analysis.

33:011:204. PRINCIPLES OF BUSINESS LAW FOR NONBUSINESS MAJORS (3)

For nonbusiness majors only. No credit for business majors. Course offered only during Summer Session. Credit not given for both this course and 33:140:320.

Introduction to contracts and their formation, operation, and discharge. Sales and property contracts discussed. Cases encompassing basic principles of contracts examined.

33:011:220. INTERNATIONAL ASPECTS OF BUSINESS (3)

May not be used to satisfy Rutgers Business School major requirements. Course offered only during Summer Session.

Introduction to international dimensions of business; multinational corporate management and marketing strategies; special problems of international marketing and management; the impact of globalization on U.S. business.

33:011:221. SMALL BUSINESS DEVELOPMENT AND OPERATIONS (3)

May not be used to satisfy Rutgers Business School major requirements. Course offered only during Summer Session. Credit not given for this course and 33:620:302.

Methods and procedures used in selecting, planning, financing, organizing, and operating a small business.

33:011:300. BUSINESS FORUM (1)

Prerequisite: Admission to Rutgers Business School.

Brief overview of business disciplines; composed of a series of lectures on current issues and their impact on business operations.

33:011:480. SPECIAL TOPICS IN BUSINESS (BA)

Prerequisite: Senior status or by permission of instructor. Rutgers Business School majors only.

Consideration of interdisciplinary topics of contemporary importance in business.

33:011:485. FIELD INTERNSHIP IN BUSINESS (.5)

Prerequisite: Completion of junior year at RBS and permission of the student's major department or the dean's office.

Supervised involvement in a private, public, or nonprofit organization providing the student with an opportunity to apply business knowledge.

BUSINESS LAW 140

33:140:320. BUSINESS LAW I (3)

Discussion of the legal environments of business; contracts—their formation, operation, and discharge; sales—property, both real and personal.

33:140:321. BUSINESS LAW II (3)

Prerequisite: 33:140:320.

Negotiable instruments, agency, partnerships, corporations, secured transactions, and bankruptcy.

FINANCE 390

33:390:300. INTRODUCTION TO FINANCIAL MANAGEMENT (3)

Prerequisites: 33:010:272; 01:198:170; 01:220:102, 103; 01:640:135; 01:960:285. Admission to Rutgers Business School.

Introduction to value, valuation of financial instruments, capital budgeting, risk and return, and capital structures.

33:390:320. FINANCIAL MARKETS AND INSTRUMENTS (3)

Prerequisite: 33:390:300.

U.S. financial system, corporate flow of funds, financial intermediation, commercial and central banking, monetary theory, financial factors and economic activity, theory of level and structure of interest rates.

33:390:375. INTERNATIONAL FINANCIAL MANAGEMENT (3)

Prerequisite: 33:390:300.

Introduction to basics of the international monetary system and capital markets, including exchange rate determination, hedging, speculation, and arbitrage through foreign currency forwards, futures, options, and swaps. International equity markets, bond markets, and benefits of international diversification. International considerations in corporate financial decision, political risk, and international capital budgeting.

33:390:380. INVESTMENT ANALYSIS (3)

Prerequisite: 33:390:300.

Overview of security analysis and financial management. Theory of investment, nature of financial markets, valuation of fixed income securities, term and risk structure of interest rates, strategies of bond management, evaluation of common stock, and efficient market hypotheses. Written and oral presentations required.

33:390:400. CORPORATE FINANCE (3)

Prerequisite: 33:390:300.

Capital budgeting, capital structure, dividend policy, mergers and acquisitions, and some aspects of international finance.

33:390:410. ASSET PRICING AND PORTFOLIO ANALYSIS (3)

Prerequisite: 33:390:380.

Modern theories of portfolio choice, capital asset pricing, and portfolio management. Risk and return nature of securities and portfolios, mean variance portfolio selection, index and capital asset models, arbitrage pricing theory, and other topics.

33:390:420. FUTURES AND OPTIONS (3)

Prerequisite: 33:390:380.

Analysis of different kinds of futures and options. Use of commodity, interest rate stock index, and currency futures for hedgers and speculators. Stock options, investment strategies, arbitrage restriction on value and evaluation models, and the use of options and futures contracts in portfolio management.

33:390:430. WORKING CAPITAL MANAGEMENT (3)

Prerequisite: 33:390:300.

Introduction to liquidity and cash management, including the examination of inventory, cash, accounts receivable, and other treasury-related, short-term, financial management issues.

33:390:435. REAL ESTATE FINANCE AND MORTGAGE-BACKED SECURITIES (3)

Prerequisite: 33:390:300.

Examination of primary markets, secondary markets, and derivative products. Topics include origination process, income-producing mortgage loans, agency purchases, security pricing, and securitization of single-family and commercial loans.

33:390:440. ADVANCED CORPORATE FINANCE (3)

Prerequisite: 33:390:400.

Complex corporate securities, such as callable and convertible debt or adjustable rate preferred stock, option theory, corporate insurance, and hedging.

33:390:450. FINANCIAL ANALYSIS, PLANNING, AND FORECASTING (3)

Prerequisite: 33:390:300.

Overview of short-term and long-term financial analysis, planning, and forecasting; credit, cash, marketable securities, and inventory management. Applications of regression, linear programming, and computer techniques in alternative financial planning and forecasting analyses.

33:390:460. INSURANCE FINANCE AND CORPORATE RISK MANAGEMENT (3)

Prerequisite: 33:390:300.

Examination of issues related to insurance finance and corporate risk management; issues faced by the risk manager; applications of financial analysis methodology; estimation and mitigation of risk by insurance, hedging, and diversification.

33:390:465. PENSION FUND INVESTMENT AND MANAGEMENT (3)

Prerequisite: 33:390:300.

Application of financial theory and methods to pension fund investment and management.

33:390:480. RESEARCH IN FINANCE (BA)

Prerequisite: Permission of department. Open only to finance majors.

Individual research and reading program under the guidance of a member of the department.

MANAGEMENT 620

The management major consists of the business core curriculum (31 credits) and six specialized management courses (18 credits). Three of the management courses are required—33:620:365 Management of Human Resources, 33:620:369 International Business, and 33:620:490 Organizational Behavior.

33:620:300. PRINCIPLES OF MANAGEMENT (3)

Prerequisites: 33:010:272, 01:198:170, 01:220:103, 01:640:135, 01:960:285.

Admission to Rutgers Business School.

Surveys classical, behavioral, systems, and contingency approaches to management; provides bases for understanding the functions of management and human behavior in work organizations; explores influence of complex internal and external environments on management practice and theory.

33:620:350. NEGOTIATIONS (3)

Prerequisite: 33:620:300.

Examines major concepts, theories, and processes of negotiation; analyzes the dynamics of interpersonal and intergroup conflict and its resolution in managerial settings; explores the structural (e.g., parties, position, interests) and process-oriented dynamics that occur during the negotiation process.

33:620:355. MANAGING TECHNOLOGY (3)

Prerequisite: 33:620:300.

Examines a range of problems in the management of technology, including stimulating creativity and innovation, translating creative ideas into innovative output by the organization, evaluating alternative projects, and developing strategies and structures that support organizational innovation.

33:620:365. MANAGEMENT OF HUMAN RESOURCES (3)

Prerequisite: 33:620:300.

Explores traditional issues (e.g., staffing, training, job evaluation, compensation, and benefits administration) and contemporary concerns (e.g., organizational change, employee ownership, cross-cultural and international considerations) related to the management of human resources; emphasizes government legislation affecting human resource functions and the linkage between human resource management and firm strategy.

33:620:367. UNION MANAGEMENT RELATIONS (3)

Prerequisite: 33:620:300.

Examines federal and state legislation regulating employers and unions; analyzes union organizing, collective bargaining, and joint union-management committees; examines administration of the labor agreement, including grievance handling and arbitration.

33:620:369. INTERNATIONAL BUSINESS (3)

Prerequisites: 33:390:300, 33:620:300, 33:630:301.

The distinctive circumstances of management arising from the conduct of business in more than one country. Topics include international monetary systems, trade framework, European economic community and regional groups, home and host country policies in international investments, and international agencies. Relevant for the conduct of international business and the management of international corporations.

33:620:370. MANAGING DIVERSITY IN ORGANIZATIONS (3)

Prerequisite: 33:620:300.

Explores the demographic diversity of the U.S. labor force and the challenge it presents to organization managers; treats diversity from the perspective of cultures and subcultures.

33:620:375. ORGANIZATIONAL DESIGN AND CHANGE (3)

Prerequisite: 33:620:300.

Describes major perspectives on organizational structures, processes, and culture; examines models of organizational change; introduces methodologies that facilitate creativity and change at the individual, group, and organizational levels.

33:620:410. ORGANIZATIONAL LEADERSHIP (3)

Prerequisite: 33:620:300.

Analyzes leaders, the leadership role, and the leadership process in organizational settings; examines leadership activities and classical and contemporary theories; investigates interactions among leadership styles, employee predispositions, group makeup, and organizational culture.

33:620:480,481. ADVANCED TOPICS IN MANAGEMENT (3,3)

Prerequisites: 33:620:300 and senior status.

Considers topics of current relevance in management, including sales management, human resource information systems, research methods, social issues, business ethics, or careers in organizations.

33:620:490. ORGANIZATIONAL BEHAVIOR (3)

Prerequisite: 33:620:300.

Studies organization dynamics, motivation, organization socialization, interpersonal communication, and leadership.

33:620:492. BUSINESS POLICY AND STRATEGY (3)

Prerequisites: 33:390:300, 33:620:300, 33:630:301, senior status.

Explores strategic decision making at the business and corporate levels, which determines the competitive advantage of a firm and its short- and long-term performance. Topics include situation analysis, core competence, competitive strategy, mergers/acquisitions, strategic alliances, and corporate restructuring.

33:620:498,499. INDEPENDENT MANAGEMENT PROJECTS (3,3)

Prerequisites: Senior status, 12 credits in management, and permission of department.

Individual research and reading program under the guidance of a departmental faculty member.

MANAGEMENT SCIENCE AND INFORMATION SYSTEMS 623

33:623:370. MANAGEMENT INFORMATION SYSTEMS (3)

Prerequisite: Admission to Rutgers Business School.

Fundamentals of computer technology, including hardware, software, telecommunications, and basics of the Internet. The role of computer-based information and executive decision support systems in the modern firm. Design, normalization, creation, and querying of relational databases. Management of information and data. Elementary system development principles.

33:623:385. STATISTICAL METHODS IN BUSINESS (3)

Prerequisite: Admission to Rutgers Business School.

Review of principles of hypothesis testing, chi-square tests, one-way and two-way ANOVA, simple and multiple regression analysis, correlation analysis, nonparametric methods, indices, time series, forecasting, and applications to business.

33:623:386. OPERATIONS MANAGEMENT (3)

Prerequisite: Admission to Rutgers Business School.

Theory and applications of linear programming (the simplex method, sensitivity analysis, duality), transportation and network optimization problems, project management (critical path methods), inventory models, queuing models, and simulation.

33:623:388. BUSINESS APPLICATIONS OF STRUCTURED PROGRAMMING (3)

Prerequisite: Admission to Rutgers Business School. MSIS majors only.

Structured programming, systems development, and intermediate data structures using the C programming language. Object-oriented programming concepts and the C++ language. Emphasis on exercising these tools on business problem solving and business systems development.

33:623:400. ADVANCED OPERATIONS MANAGEMENT (3)

Prerequisite: 33:623:386. MSIS majors only.

Continuation of 33:623:386. Topics include process selection, demand forecasting, production planning, periodic-review/continuous-review inventory control systems, materials requirement planning, quality control, assembly line balancing, and Japanese manufacturing systems. Computer applications.

33:623:405. THE HUMAN FACTOR IN MSIS—BUSINESS REENGINEERING (3)

Prerequisites: 33:623:370, 385, 386. MSIS majors only.

Language and concepts necessary to understand information technology and human systems; impact of social and cultural dynamics on information technology and human networks; Joint Application Development (JAD), change management, prototyping and rapid application development, team processes, human networking, and reengineering. Readings and case studies.

33:623:410. TELECOMMUNICATIONS NETWORK SYSTEMS IN BUSINESS (3)

Prerequisite: 33:623:370. MSIS majors only.

Emerging telecommunications systems in a business context, with emphasis on the Internet and World Wide Web. Network structure, information browsing, and transfer of commercial information across networks; advertising, security/privacy, computer crime, and intellectual property.

33:623:445. SIMULATION (3)

Prerequisite: 33:623:385. MSIS majors only.

Use of pseudorandom number generation on a computer to design and implement Monte Carlo methods to study stochastic models. Model implementation in a high-level simulation language. Model validation and statistical analysis of computational results.

33:623:470. ADVANCED MANAGEMENT INFORMATION SYSTEMS (3)

Prerequisite: 33:623:370. MSIS majors only.

Systems analysis, design, and development for transactions, management, and decision support; structured programming and elementary data structures; query languages, relational and nonrelational database models; relational operators and calculus; data concurrence, integrity, and security issues.

33:623:471. INFORMATION SYSTEMS ANALYSIS (3)

Prerequisite: 33:623:370. MSIS majors only.

Analysis phase of information systems development, with an introduction to process models of the design phase. Development of data flow diagrams, entity-relationship diagrams, data repositories, and normalization principles.

33:623:472. INFORMATION SYSTEMS DESIGN (3)

Prerequisite: 33:623:471. MSIS majors only.

Design and implementation phases of information systems projects: principles of information systems design, effective project management, and characteristics of effective design teams; analysis of effective and ineffective systems projects.

33:623:488. BUSINESS APPLICATIONS OF OBJECT-ORIENTED PROGRAMMING (3)

Prerequisite: 33:623:388 or permission of department.

Provides the knowledge of programming expected of a systems analyst. Fundamental principles behind object-oriented programming and at least one object-oriented language are taught and business applications are given. Sample topics include constructors and destructors, operator overloading, inheritance, pointers, virtual functions and friend functions, and templates.

33:623:490. CASE STUDIES IN MANAGEMENT SCIENCE AND INFORMATION SYSTEMS (3)

Prerequisites: 33:623:385, 400, and 470, or permission of department. MSIS majors only.

Use of analysis in the management of operations, logistics, choice, and evaluation of methods. Reading and discussion of written case studies, discussions with industry analysts, and class projects.

33:623:492. PROJECTS IN INFORMATION SYSTEMS (3)

Prerequisite: 33:623:410 or permission of department. MSIS majors only.

Advanced information systems projects in collaboration with industry. Special emphasis on databases, business telecommunications, the web, and electronic commerce. Communication skills developed via class presentations.

33:623:498,499. INDEPENDENT PROJECTS IN MANAGEMENT SCIENCE AND INFORMATION SYSTEMS (3,3)

Prerequisites: Completion of core curriculum, senior status, permission of department.

Individual research project under the guidance of a departmental faculty member.

MARKETING 630

The marketing major consists of the business core curriculum (31 credits) and electives (21 credits). Three of the courses are required—33:630:374 Consumer Behavior, 33:630:385 Marketing Research, and 33:630:452 Marketing Strategy. For other required courses, see the Major Requirements chapter.

33:630:301. INTRODUCTION TO MARKETING (3)

Prerequisites: 33:010:272; 01:198:170; 01:220:102, 103; 01:640:135; 01:960:285.

Extensive overview of marketing—the process of creating goods and services in response to consumer wants and needs. Study of the marketing function in business firms and nonprofit organizations. Consumer behavior, marketing research, industrial marketing, pricing, channels of distribution, and promotion.

33:630:351. SELLING AND SALES PROMOTION (3)

Prerequisite: 33:630:301.

Analysis of sales strategy and methods; development of the sales plan; coordination of personal selling and sales promotion.

33:630:363. INTRODUCTION TO ADVERTISING (3)

Prerequisite: 33:630:301.

Advertising viewed as a promotional function in the context of marketing objectives. The history and economic significance of advertising; its social importance and relation to business organization; study of advertising functions.

33:630:368. RETAIL MARKETING (3)

Prerequisite: 33:630:301.

Channels of distribution approach to the retailing function. The changing character of retail competition; relations between manufacturers and middlemen; procedures and problems of retail management. Emphasis on the smaller entrepreneur as well as the large retail organization. Case studies, field projects.

33:630:369. NEW PRODUCT PLANNING (3)

Prerequisite: 33:630:301.

Study of the functions, concepts, and decisions required in the introduction, maintenance, and deletion of products. Special attention given to the areas of new-product need, new-product development, and product planning and strategy.

33:630:370. BUSINESS-TO-BUSINESS MARKETING (3)

Prerequisite: 33:630:301.

Analysis of industrial marketing planning and activities; the management of distribution channels, costs, and policy development.

33:630:371. INTERNATIONAL MARKETING (3)

Prerequisite: 33:630:301.

Analysis of economic, social, and political environments influencing international markets; comparative studies of global buying behavior, international marketing strategy, and operations.

33:630:372. SERVICES MARKETING (3)

Prerequisite: 33:630:301.

Addresses the challenge of marketing services and managing the service component of product/services combinations. Issues covered include service design, quality definition, satisfaction measurement, performance guarantees, and internal and external marketing planning and execution.

33:630:374. CONSUMER BEHAVIOR (3)

Prerequisite: 33:630:301.

Explores the roots of buyer behavior from a managerial perspective, drawing on the disciplines of psychology, sociology, and anthropology. Development of sound marketing strategy. Topics include perception, learning, communication, cognition, memory, motivation, and attitudes of consumers.

33:630:385. MARKETING RESEARCH (3)

Prerequisites: 33:623:385, 33:630:301.

Techniques of marketing research and the role of the marketing research department in a business structure. Emphasizes the use of analytical techniques in the design and conduct of marketing research. Problem formulation; collecting and organizing respondent data; evaluation and use of research findings.

33:630:401. SALES MANAGEMENT: THE SALES PROCESS (3)

Prerequisite: 33:630:301.

Problems, policies, and functions of sales management as the vital link between selling and marketing. Role of the sales manager in the development of a successful sales force. Topics include territory and market analyses, compensation, sales planning, and control.

33:630:428. MARKETING AND SOCIETY (3)

Prerequisite: 33:630:301.

Social issues that influence marketing activities; social responsibilities of marketing management; consumerism; marketing and urban redevelopment; marketing ethics; political action and reaction; legal aspects of marketing; social gains and costs of marketing.

33:630:430. QUALITATIVE RESEARCH METHODS (3)

Prerequisites: 33:630:374, 385.

Introduction to the philosophies, methods, and applications of interpretive consumer research and the practice of consumer and marketing research approaches in general.

33:630:452. MARKETING STRATEGY (3)

Pre- or corequisite: 33:630:385.

Integrating and applying marketing concepts to the actual problems of real business and nonbusiness organizations. Strong emphasis on the case method of study. Written and oral presentations required.

33:630:482. ADVERTISING STRATEGY (3)

Prerequisites: 33:630:301, 363.

Investigation and solution of actual advertising problems by management; examination of advertising as influenced by the marketing structure and environment.

Administration and Faculty

ADMINISTRATION

Howard Tuckman, *Dean*
Martin S. Markowitz, *Associate Dean, Instruction*
Nelson Figueras, *Departmental Administrator*
Patricia Caldwell, *Coordinator, Student Services*
Joseph Bassano, *Systems Administrator*
Bernice Fair, *Unit Computer Specialist*

FACULTY

The Rutgers Business School–Newark and New Brunswick is organized into the following six departments:

Accounting and Information Systems
Business Environment
Finance and Economics
Management Science and Computer Information Systems
Marketing
Management and Global Business

Five of these departments offer the undergraduate major programs in accounting, finance, management, management science and information systems, and marketing. The Department of Business Environment does not offer an undergraduate major.

Department of Accounting and Information Systems

Chairperson: D. Palmon
Vice Chairperson: L. Goodman

Professors:

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T. Edward Hollander, *B.S., M.B.A., New York; Ph.D., Pittsburgh*
Bikki Jaggi, *B.A., Punjab (India); Ph.D., Free University (West Berlin)*
Alexander Kogan, *M.S., Moscow; Ph.D., USSR Academy of Science*
Yaw Mensah, *B.S., Ghana; M.B.A., Ph.D., Columbia*
Paul Miranti, *B.A., M.A., Ph.D., Johns Hopkins; M.B.A., New York*
Dan Palmon, *B.S., M.B.A., Hebrew; Ph.D., New York*
Glenn Shafer, *A.B., Ph.D., Princeton*
Ephraim Sudit, *B.A., Hebrew; M.B.A., Columbia; Ph.D., New York*
Miklos Vasarhelyi, *B.S., Guanabara; B.S., Rio de Janeiro; M.S., Massachusetts Institute of Technology; Ph.D., Southern California*

Associate Professors:

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Michael Schoderbek, *B.B.A., Iowa; M.S., Pennsylvania State; Ph.D., Indiana*
Jay Soled, *B.A., Haverford College; J.D., Michigan; LL.M., New York*
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David Zaumeyer, *B.S., Fordham; M.B.A., New York; M.Phil., Ph.D., Columbia*

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Valentin Dimitrov, *B.S.M., Ph.D., Tulane*

Elizabeth A. Gordon, *B.S., Indiana; M.P.P.M., Yale; Ph.D., Columbia*
Lili Sun, *B.A., Peking, Ph.D., Kansas*

Department of Business Environment

Chairperson: E. Hartman

Professor:

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Associate Professors:

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Michael A. Santoro, *B.A., Oberlin; J.D., New York; Ph.D., Harvard*

Assistant Professors:

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Danielle E. Warren, *B.S., Rutgers; M.A., Ph.D., Pennsylvania*

Lecturer:

Fernando Alvarez, *B.S.C.E., Nebraska; Ph.D., New York*

Department of Finance and Economics

Chairperson: I. Brick

Vice Chairperson: O. Palmon

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Mahmud Hassan, *M.A., Boston; M.B.A., Indiana; Ph.D., Vanderbilt*
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Department of Management Science and Computer Information Systems

Chairperson: Z. Stoumbos

Vice Chairperson: R. Armstrong

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Ronald Armstrong, *B.S., Acadia; M.A., Dalhousie; Ph.D., Massachusetts*
Benjamin Avi-Itzhak, *B.S., M.S., D.Sc., Technion (Israel Institute of Technology)*
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Jonathan Eckstein, *A.B., Harvard; S.M., Ph.D., Massachusetts Institute of Technology*
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Rutgers Business School: Undergraduate–New Brunswick
ADMINISTRATION AND FACULTY

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Department of Marketing

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Vice Chairperson: S.C. Choi

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Eugene Sividas, *Ph.D., Cincinnati*
Ying Xie, *Ph.D., Northwestern*

Department of Management and Global Business

Chairperson: D. Dougherty
Vice Chairperson: M.E. Gordon

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