School of Management

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About the School of Management

The School of Management is a four-year undergraduate school. Its primary mission is to offer contemporary programs in accounting, finance, management, and marketing to students who are broadly educated in the liberal arts. These programs are intended to equip graduates to enter the workforce as skilled professionals, deal ethically and effectively with the myriad complex problems that arise in business, and lead rich lives, appreciative of their cultural heritage. As a secondary mission, the program prepares students wishing to pursue postgraduate study in law, business, and other disciplines.

Towards these ends, the faculty has set the following goals for all students:

1. Students should gain a substantive understanding of the current body of knowledge in their discipline.
2. All graduates should have good and practiced written and oral communications skills.
3. Students should acquire state-of-the-art knowledge of the uses and applications of computers in business.
4. Students should have experience in analyzing and addressing complex managerial problems in a team setting.
5. Students should be able to reason critically, gather and weigh evidence, and bring innovative approaches to problem solving.
6. Graduates should have an awareness of the international nature of economic life, and the international aspects of each element of the curriculum should be considered throughout the program.
7. Students should be able to perceive and address the ethical content of decisions and activities they undertake.

The management programs at Rutgers are offered by the Faculty of Management. All have been accredited by the International Association for Management Education. All curriculum, staffing, and resources conform to the guidelines of that organization. The faculty strives to provide students a nurturing and responsive environment for their education. Students are encouraged to consult the Student Handbook prepared by the School of Management and available in Room 101, Engelhard Hall, and online at http://business.rutgers.edu/undergrad/som-dean.html for any changes and additional clarification.

Admission

Admission to the business majors in the School of Management is based on academic criteria as well as on work or related experience, evidence of leadership, and demonstrated accomplishment. The faculty seeks to attract a highly motivated and diverse student body in accordance with the policies and procedures established by the Admissions Committee of the School of Management and by university regulations. In general, students already matriculated in the liberal arts colleges in Newark receive priority consideration for admission.

The School of Management is a four-year undergraduate school. Students may enroll in upper-level courses (i.e., junior and senior level) only after completing at least 56 acceptable academic credits. Application is required by transfer students and by students already attending Rutgers, but not the School of Management, during their sophomore year.

Students within Rutgers submit an internal application, which may be obtained from the office of the School of Management in Engelhard Hall or online at http://business.rutgers.edu/undergrad/som-dean.html. Transfer students should obtain an application from the admissions office in Blumenthal Hall, 249 University Avenue, Newark, NJ 07102-1896; 973/353-5205.

School of Management students are jointly enrolled in one of the liberal arts colleges on the Newark campus (Newark College of Arts and Sciences or University College–Newark). Accepted students are simultaneously admitted to the School of Management and the liberal arts school.

ELIGIBILITY REQUIREMENTS

To be admitted to the school or to obtain permission to enroll in upper-level courses at the School of Management, applicants must satisfy a set of eligibility requirements consisting of three parts: courses, credits, and cumulative grade-point average.

Course Requirement

As a requirement for admission to the School of Management, students must have completed the following courses or their equivalents with grades of C or better:

- 21&62:220:101 Introduction to Economics, Micro (3)
- 21&62:220:102 Introduction to Economics, Macro (3)
- 21&62:220:231 Statistical Methods (3)
- 21&62:350:102 English Composition I (3)
- 21&62:640:113 College Algebra or higher level math (3)
- 29:010:203 Introduction to Financial Accounting (3)
- 29:010:204 Introduction to Managerial Accounting (3)
Students Transferring from Other Schools

Students transferring from other schools should consult with admissions counselors to learn if any articulation agreements are in place to define which courses at the school from which they are transferring are acceptable for meeting admission requirements.

New Jersey County College Partnerships

Rutgers has implemented a new articulation system, known as ARTSYS, with New Jersey’s community colleges. ARTSYS is a computerized data information system designed to ease the transition from these institutions to Rutgers. Students attending one of New Jersey’s two-year colleges can access the ARTSYS web site (http://www.artsys.rutgers.edu) to obtain detailed information about transferring to Rutgers. Students may determine course requirements for the first two years of each major program of study offered by Rutgers’ undergraduate colleges and assess the transferability of the courses they are completing at their community college.

Credit Requirement

To be considered for admission, a student must have completed 56 credits of acceptable, accredited college work or be enrolled in enough courses to achieve that total at the end of the current term. This frequently means that the application is considered during the second term of the sophomore year, with a provisional decision being made based on anticipated performance in that term. Students must have completed 56 credits at the time they begin course work at the School of Management.

Cumulative Grade-Point Average Requirement

Students must have achieved a cumulative grade-point average of at least 2.5 in the credits earned toward the baccalaureate degree to submit an application for admission to the School of Management or to continue to be enrolled at the School of Management. Meeting this requirement does not guarantee acceptance. Preference is given to Rutgers–Newark students whenever practicable.

ACADEMIC CREDIT FOR TRANSFER COURSES

Transfer students who are accepted into the School of Management have their credits evaluated by a counselor.

All credits accepted by Rutgers are credited toward the total 124 credits needed for graduation. However, certain courses in business, while credited toward your degree, may not be accepted for specific course requirements in the programs offered by the School of Management.

The following courses are accepted if passed with a grade of C or better when the syllabus or course description indicates the course is equivalent to that offered at Rutgers:

- Introduction to Financial Accounting (1 course)
- Introduction to Managerial Accounting (1 course)
- Business Law (1 course)
- Introduction to Economics (2 courses)
- Statistics (1 course)
- Management Information Systems (1 course)

A 300- and 400-level business and accounting course must be taken at Rutgers. Courses that are deemed by the school to be the equivalent of Intermediate Accounting II or introductory marketing, management, or finance may receive program credit if passed with a grade of B or better.

No more than 30 business, accounting, or economics transfer credits will be accepted toward completion of a program in the School of Management. Additionally, at least 30 of the most recently earned 36 business or accounting credits taken toward the degree must be completed at the School of Management.

Course work that is more than seven years old will not be considered for transfer.
Academic Policies and Procedures

Policies and procedures applicable to all Newark undergraduate colleges may be found in the General Information section of this catalog. The descriptions below are specific for the School of Management and take precedence.

Academic Advising

Each admitted student is assigned an academic counselor at the School of Management. Those accepted into the school must meet with a counselor in the Student Service Office, 101 Engelhard Hall, to plan their program.

Student Complaints about Grades

Students who wish to file a complaint about a final course grade, or a grade received for particular work completed in a course, should first attempt to resolve the matter through discussion with the instructor. If the issue is not satisfactorily resolved, the student must submit in writing the basis for the complaint and request a review by the relevant department chairperson. If the chairperson cannot resolve the issues, the student is advised to send a written complaint to the associate dean, School of Management. A written complaint about a grade for work completed while the course is in progress must be submitted to the relevant department chairperson no later than two weeks after notification of the grade. A student must submit a written complaint about a final grade no later than four weeks after the postmarked date of the official notification of grades.

Written notification of the action taken by either the chairperson or the dean is sent to the student within four weeks of the filing of the appeal, excluding those weeks in which classes are not in regular session.

Scholastic Standing

Students enrolled in the School of Management remain enrolled in their liberal arts college throughout their undergraduate program, and are expected to complete the academic requirements of both the School of Management and the liberal arts college.

To graduate, students must achieve a cumulative grade-point average of 2.5, as well as a grade-point average of 2.5 each term they are registered. A student who fails to achieve a 2.5 grade-point average in a given term is placed on probation. If the student fails to achieve a 2.5 grade-point average for a second term, the student is automatically dismissed from the school. If a student on probation achieves a 2.5 grade-point average, but fails to bring his or her cumulative grade-point average up to 2.5, the student remains on probation until the next term when either the cumulative grade-point average is raised to 2.5, in which case the student is removed from probation, or the student fails to achieve a cumulative grade-point average of 2.5 for a second term, in which case the student is dismissed from the school.

Readmission Policy

When a student is dismissed from the program, that student is ineligible to take any 300- or higher-level course offered by the School of Management that has not been previously attempted. A student who has been dismissed may apply for readmission only when the cumulative grade-point average has been raised to a minimum of 2.5 and at least one term with a minimum grade-point average of 2.5 has been achieved subsequent to the dismissal. In such cases, granting readmission is automatic upon receipt of a written request from the student. Students who have been dismissed twice are not eligible for readmission to the school.

Appeal Procedure

A student has the right to appeal academic dismissal when such action has been based solely upon the numerical criteria indicated above, and when there is strong evidence that the student will do much better work in the future.

To appeal an academic dismissal, the following materials must be submitted within ten days of notification by the college:

1. A letter from the student stating the reasons for the appeal. The letter should be sent to the Scholastic Standing Committee, School of Management, Rutgers, The State University of New Jersey, Engelhard Hall, Newark, NJ 07102-1894. The student must describe any problems that may have interfered with academic performance in the past and explain why substantial improvement is expected in the future.
2. Other supportive material that may be relevant to the case. Medical claims should be submitted for verification to the Student Health Office, Student Services Building, and then forwarded to the committee.
3. The Scholastic Standing Committee welcomes letters of support from the student’s academic adviser and others who are familiar with his or her academic performance and personal circumstances.

It is the responsibility of each student to become familiar with the academic regulations of the college, particularly with regard to scholastic standing requirements. An error of omission on the part of the college is not sufficient grounds for readmitting a student on appeal if satisfactory progress toward the degree has not been made.

Graduation

Degrees are conferred by the university upon recommendation of the Faculty of Arts and Sciences–Newark and the Faculty of Management. Degrees are conferred and diplomas issued at the annual commencement each May. A student who completes degree requirements in October or January may request a diploma in December or April, respectively. October and January diplomas may be picked up at the Office of the Registrar.

Diplomas are withheld if a student has a hold against his or her record.

It is the responsibility of each student to ensure that all the graduation requirements of the college, including certification of the major, have been fully met well before the expected date of graduation. Student records are officially closed upon graduation. A graduate cannot improve his or her cumulative grade-point average by completing work or taking additional courses after the degree has been
conferred. Inquiries concerning graduation may be directed to an academic adviser at the Office of the Associate Dean, School of Management, Room 101, Engelhard Hall.

Diploma application forms must be completed and filed in the Office of the Dean of Student Affairs, Hill Hall, by candidates for graduation as follows:

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<th>Degree Granted</th>
<th>Application Deadline</th>
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<tr>
<td>October</td>
<td>August 3</td>
</tr>
<tr>
<td>January</td>
<td>October 19</td>
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<td>May</td>
<td>January 22</td>
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Unless the application is filed by the appropriate date, the degree is not conferred and graduation is delayed.

Students who, in May, require fewer than 12 credits to complete degree requirements, may be able to satisfy the deficiency during the subsequent Summer Session, thus qualifying for the degree in October. In such instance, the student is given a statement from the registrar indicating completion of all requirements for graduation; however, the diploma is not conferred until commencement the following May. This is also true for those who complete all degree requirements at the end of the fall term and qualify for the degree in January.

Requests to have degrees granted in absentia should be sent to the registrar as early as possible, and should indicate the address to which the diploma should be mailed in July. The student should also notify the Office of the Dean of Student Affairs, Hill Hall, of the request to be graduated in absentia.

**HONORS AND AWARDS**

In addition to being eligible for scholarships described in the chapter on financial aid, students in the School of Management also compete for the following awards:

**Accounting Program Award.** Awarded each year to the graduating accounting major who has not only demonstrated academic excellence in all departmental course work, but also made significant progress toward a professional career in accounting through personal achievement and contributions to the department.

**Alpha Mu Alpha.** Alpha Mu Alpha is a national marketing honorary sponsored by the American Marketing Association. Any marketing student, graduating within the academic school year, who has achieved a grade-point average ranking in the top 10 percent of all senior marketing students may be elected to Alpha Mu Alpha.

**Newton D. Becker C.P.A. Scholarship Award.** Awarded annually to the graduating accounting major with an overall cumulative grade-point average of 3.9 or better who is active in extracurricular activities, and who is judged by the department as most deserving of scholarship recognition.

**Beta Gamma Sigma.** Beta Gamma Sigma is the national scholastic honor society in the field of business administration. To be eligible for Beta Gamma Sigma, a student must rank in the top 5 percent of the junior class or in the top 10 percent of the senior class.

**Delta Sigma Pi Scholarship Key.** Awarded annually by the faculty to the highest ranking senior in scholarship who has pursued an economics-business curriculum.

**Ernst & Young Scholarship Award.** The Ernst & Young Scholarship Award is given in the form of tuition assistance to the most promising junior-year accounting major.

**Faculty of Management Dean’s Award.** Awarded by the faculty to the graduating senior with the best overall academic record.

**John R.H. Gilmour Annual Public Accounting Award.** Cash award given to the most promising senior student who has chosen a career in public accounting.

**Louis Gluck Memorial Award in Management.** Awarded to the graduating senior who exhibits, in the opinion of the appropriate department committee, outstanding leadership and/or scholarship in the area of management.

**Mu Kappa Tau.** Mu Kappa Tau is a national marketing honor society recognizing outstanding achievement in the field of marketing. To be eligible for membership, a student must demonstrate outstanding academic performance and show promise of excellence in the field of marketing.

**Phi Chi Theta Key.** Presented by the Alpha Omega chapter to a female member of the graduating class of University College–Newark majoring in a business discipline who has demonstrated outstanding academic achievement and leadership.

**Service Corps of Retired Executives Scholarship (Score).** Annual cash award given to the outstanding business or accounting student who has completed the junior year and shows distinction in academic and extracurricular achievements at Rutgers.

**Wall Street Journal Award.** A silver medal and a year’s subscription to the Wall Street Journal are awarded to a senior majoring in a business discipline who shows promise of distinction in that field.

**Wiss & Company Award.** Annual cash award given to the graduating accounting major who achieves the highest cumulative grade-point average in all accounting courses.
Academic Program Requirements

The School of Management offers four majors leading to the Bachelor of Science degree: accounting (010), finance (390), management (620), and marketing (630); and two concentrations: (522) international business, and (623) management information systems. Students registered in the school are simultaneously matriculated at one of the liberal arts colleges on the Newark campus—either Newark College of Arts and Sciences or University College–Newark—where a core of liberal arts courses in the humanities, sciences, social sciences, mathematics, and the arts is completed. Students who complete all program requirements are eligible to receive a Bachelor of Science degree, awarded jointly by the School of Management and either the Newark College of Arts and Sciences or University College–Newark. Therefore, to earn the degree, students must complete course requirements in four broad areas: 1) a liberal arts requirement, 2) a business curriculum core requirement, 3) courses completed in the major, and 4) electives as needed to reach a total of 124 credits.

LIBERAL ARTS REQUIREMENT

(62 credits)

Students entering the School of Management are expected to have already made substantial progress toward completion of the liberal arts component of their program. A detailed discussion of liberal arts requirements can be found in the chapters of this catalog devoted to the Newark College of Arts and Sciences and University College–Newark.

CURRICULUM REVISION

The Faculty of Management changed its curriculum requirements during the 1996–98 academic years. The requirements listed here are in effect for fall term 1996 and thereafter. Students entering the School of Management must complete the program in effect at the time of their entrance to the School of Management. The state of New Jersey requires completion of 150 credits to be eligible to take the examination for certified public accountants after the year 2000. The accounting curriculum now conforms with that requirement.

BUSINESS CURRICULUM

Accounting Majors

Core Requirements (46 credits)

- 20:62:220:102 Introduction to Economics, Macro (3)
- 20:62:640:119 Basic Calculus (3)
- 20:010:203 Introduction to Financial Accounting (3)
- 20:010:204 Introduction to Managerial Accounting (3)
- 20:010:319 Business Law I (3)
- 20:011:300 Business (Professional Development) Forum (1)
- 20:390:329 Finance (3)
- 29:522:369 International Business (3)
- 20:620:300 Principles of Management (formerly 20:620:318 Management Fundamentals) (3)
- 20:620:418 Business Policy and Strategy (3)
- 20:623:220 Management Information Systems (3)
- 20:623:311 Production and Operations Management (3)
- 20:623:340 Introduction to Business Research Methods (3)
- 20:630:301 Marketing (formerly 20:630:328 Marketing) (3)

Corporate Accounting Courses (24 credits)

- 20:010:304 Cost and Quality Management (3)
- 20:010:305 Intermediate Accounting I (3)
- 20:010:306 Intermediate Accounting II (3)
- 20:010:413 Federal Tax I (3)
- 20:010:423 Accounting for Business Combinations (3)
- 20:010:424 Auditing I (3)
- 20:010:445 Controllership, Budgeting, and Strategic Planning (3)
  business or accounting elective (3)

C.P.A. Eligibility Sequence (not required for graduation)

To sit for the C.P.A. examination, those majoring in accounting must complete the following courses:

- 20:010:320 Business Law II (3)
- 20:010:425 Auditing II (3) (New York state only)
- 20:010:444 Government and Not-for-Profit Accounting (3) (New York state only)
- 20:390:330 Corporate Finance (3)

To satisfy the 150 credit hour requirement, any additional undergraduate courses may be taken. Students are urged to enroll in one of the following master’s degree programs designed to meet the C.P.A. requirements:

- M.B.A. in Professional Accounting
- M.Accy. in Taxation
- M.Accy. in Governmental Accounting
Finance, Management, and Marketing Majors

Core Requirements (46 credits)
21&62:220:102 Introduction to Economics, Macro (3)
21&62:220:231 Statistical Methods (3)
21&62:640:119 Basic Calculus (3)
29:010:203 Introduction to Financial Accounting (3)
29:010:204 Introduction to Managerial Accounting (3)
29:011:300 Business (Professional Development) Forum (1)
29:390:329 Finance (3)
29:620:300 Principles of Management (formerly 29:620:318 Management Fundamentals) (3)
29:620:418 Business Policy and Strategy (3)
29:623:220 Management Information Systems (3)
29:623:311 Production and Operations Management (3)
29:623:340 Introduction to Business Research Methods (3)
29:630:301 Marketing (formerly 29:630:328 Marketing) (3)

Additional Course Requirements
Finance*
21&62:220:322 Introduction to Econometrics (3)
21&62:220:365 Money and Banking (3) or 29:390:370 Financial Institutions and Markets (3)
29:390:315 Investments and Portfolio Analysis (3)
29:390:330 Corporate Finance (3)
9 additional credits in finance electives selected from the following courses:
21&62:220:323 Intermediate Microeconomic Theory (3)
21&62:220:337 Public Finance (3)
21&62:220:367 Monetary Economics (3)
21&62:220:402 Advanced Econometrics (3)
29:010:383 Federal Income Taxes (3)
29:390:335 Risk Management and Insurance (3)
29:390:340 Financial Statements and Security Analysis (3)
29:390:370 Financial Institutions and Markets (3)
29:390:386 Futures and Options (3)
29:390:404 Advanced Topics in Finance (3)
29:522:369 Management of Multinational Corporations (3)
29:522:379 Multinational Corporate Strategy (3)
29:522:380 Fundamentals of Real Estate (3)
29:623:325 Computer Information Systems (3)
29:623:375 Computer Network Applications (3)
21&62:730:251 Business and Professional Ethics (3)
21&62:220:365 Money and Banking (3)

Management
29:620:301 Management of Human Resources (3)
29:620:325 Leading Individuals and Teams in Organizations (3)

9 additional credits in management electives from the following courses:
21&62:084:395,396 Issues in Arts Management I,II (3,3)
21&62:730:251 Business and Professional Ethics (3)
29:620:302 Entrepreneurship Consulting (3)
29:620:340 Decision Making (3)
29:620:350 Negotiations (3)
29:620:355 Managing Technology (3)
29:620:360 Entrepreneurship and Small Business Management (3)
29:620:365 New Venture Development (3)
29:620:370 Managing Diversity in Organizations (3)
29:620:375 Organizational Design and Change (3)

Marketing
(Formerly Marketing majors may not earn more than 21 credits in Marketing (630) courses, including 29:630:328.)
29:630:374 Consumer Behavior (3)
29:630:385 Marketing Research (3)
29:630:452 Marketing Strategy (3) (formerly 29:630:401 Marketing Management)
9 additional credits selected from the following list:
21&62:084:395,396 Issues in Arts Management I,II (3,3)
29:630:363 Introduction to Advertising (formerly Advertising) (3)
29:630:368 Retail Marketing (formerly Retail Management) (3)
29:630:369 New Product Planning (formerly New Product Development) (3)
29:630:370 Business-to-Business Marketing (formerly Industrial Marketing) (3)
29:630:371 International Marketing (3)
29:630:372 Special Topics in Service Marketing (formerly Services Marketing) (3)
29:630:428 Marketing and Society (formerly 29:630:382 Advertising and Society) (3)
29:630:497 Special Topics in Marketing (formerly 29:630:386 Special Topics in Marketing Seminar) (3)
29:630:401 The Sales Process (formerly 29:630:390 Sales Management) (3)
29:630:480 Marketing Internship (3)
21&62:730:251 Business and Professional Ethics (3)
29:630:486 Independent Study in Marketing (3)
29:630:482 Advertising Strategy (3)
29:630:430 Qualitative Research Methods (3)

Minor Requirements
Students registered in NCAS and UC-N majors may earn a minor in either accounting or business administration. To be eligible, students must have 56 credits and a minimum cumulative grade-point average of 2.5 at the time of application as well as graduation.

* One term of calculus is prerequisite to acceptance into the finance program.
21&62:640:119 is recommended.
The accounting minor requires 12 credits beyond the introductory accounting courses, 29:010:203, 204, as follows:

- 29:010:304 Cost and Quality Management (3) *
- 29:010:305-306 Intermediate Accounting I,II (3,3) *
- 29:010:413 Federal Tax I (3) *

The accounting minor is ideally combined with a major in computer science, economics, or prelaw preparation. The accounting minor is not open to any finance, management, or marketing major.

The business administration minor is not open to accounting majors.

This minor requires 21 credits as follows:

- 29:010:203 Introduction to Financial Accounting (3)
- 29:010:204 Introduction to Managerial Accounting (3)
- 21&62:220:102 Introduction to Economics, Macro (3)
- 29:390:329 Finance (3)
- 29:630:301 Marketing (formerly 29:630:328 Marketing) (3)

At least one of the following courses is required:

- 21&62:220:101 Introduction to Economics, Micro (3)
- 21&62:220:231 Statistical Methods (3)
- 29:623:320 Management Information Systems (3)

Sequence in Arts Management

The faculty of the Department of Visual and Performing Arts, in conjunction with members of the Faculty of Management, offers a sequence of six courses as preprofessional training for a wide spectrum of not-for-profit arts management opportunities. The sequence provides students with the opportunity to acquire and refine business skills that can be applied to a profession in the arts. For practical experience, a wide variety of internships is available, some of which provide stipends. For more information, call 973/353-5961.

SUGGESTED COURSE SCHEDULE

First and Sophomore Years (all majors)

**First Year**

- 21&62:220:101 Introduction to Economics, Micro (3)
- 21&62:220:102 Introduction to Economics, Macro (3)
- 21&62:350:101 English Composition I (3)
- 21&62:350:102 English Composition II (3)
- 21&62:640:113 College Algebra (3)
- 21&62:640:119 Basic Calculus (3)
- laboratory science (8 credits) †
- science requirement (3 credits)
- liberal arts electives (6 credits)

**Sophomore Year**

- 29:010:203 Introduction to Financial Accounting (3)
- 29:010:204 Introduction to Managerial Accounting (3)
- 21&62:220:231 Statistical Methods (3)
- 29:010:304 Cost and Quality Management (3) *
- 29:010:305-306 Intermediate Accounting I,II (3,3) *
- 29:010:413 Federal Tax I (3) *

Accounting Major

**Junior Year**

- 29:010:304 Cost and Quality Management (3)
- 29:010:305-306 Intermediate Accounting I,II (3,3)
- 29:011:300 Business (Professional Development) Forum (1)
- 29:390:329 Finance (3)
- 29:623:311 Production and Operations Management (3)
- 29:623:340 Introduction to Business Research Methods (3)
- 29:630:301 Marketing (formerly 29:630:328 Marketing) (3)
- Interdisciplinary elective (3 credits) ‡ §

**Senior Year**

- 29:010:413 Federal Tax I (3)
- 29:010:423 Accounting for Business Combinations (3)
- 29:010:424 Auditing I: Internal Auditing (3)
- 29:010:445 Controllership, Budgeting, and Strategic Planning (3)
- 29:522:369 International Business (3)
- 29:620:492 Business Policy and Strategy (3)
- free elective (3 credits)
- business elective (3 credits)
- liberal arts electives (6 credits)
- fine arts elective (3 credits) §

Finance Major

**Junior Year**

- 21&62:220:322 Introduction to Econometrics (3)
- 29:011:300 Business (Professional Development) Forum (1)
- 29:390:329 Finance (3)
- 29:390:330 Corporate Finance (3)
- 29:623:340 Introduction to Business Research Methods (3)
- 29:630:301 Marketing (formerly 29:630:328 Marketing) (3)
- fine arts requirement (3 credits) §
- liberal arts electives (3 credits) §

* May be substituted by other accounting courses with the consent of the department chairperson.
† University College–Newark students take natural science.
‡ See a School of Management academic counselor for details (Room 101, Engelhard Hall).
§ University College–Newark students take humanities or fine arts.
Courses

COURSE NOTATION INFORMATION

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 following administrative codes are used in this catalog:

- 21 Newark College of Arts and Sciences
  (Course normally offered only in the day.)
- 62 University College-Newark
  (Course normally offered only in the evening and on weekends.)
- 21&62 Course offered at both NCAS and UC-N
- 25 College of Nursing
- 29 School of Management

Subject Codes

The subject code indicates the subject matter of the course. (This list does not constitute a list of majors; it indicates subject areas in which the School of Management offers courses.)

- 010 Accounting
- 390 Finance
- 522 International Business and Business Environment
- 620 Management
- 623 Management Science and Information Systems
- 630 Marketing

Course Codes

Courses coded 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 and are described in the graduate catalogs of the university.

Two course codes separated by a comma indicates that each term course may be taken independently of the other, e.g., 29:630:498,499. Two course codes separated by a hyphen indicates that satisfactory completion of the first term course is a prerequisite to the second term, e.g., 29:010:201-202. The first term may be taken for credit without the second, unless a statement is added to indicate that both term courses must be completed in order to receive credit.

Other Course Notation

BA The number of credits is determined by arrangement with the department offering the course.

ACCOUNTING 010

29:010:203. Introduction to Financial Accounting (3)
Introduction to the theoretical structure of accounting and methods and procedures necessary to achieve effective financial reporting. Overview of the balance sheet, income statement, and statement of cash flows. Includes complete treatment of the accounting cycle; asset, liability, and equity accounts; and introduction to consolidated financial statements.

29:010:204. Introduction to Managerial Accounting (3)
Fundamental principles of cost and managerial accounting applied to manufacturing and service enterprises. Includes an introduction to cost behavior, managerial decision models, cost and budgetary planning and control, standard costing, analysis of variance, job order and process costing systems, cost allocation, and responsibility accounting. Introduction to the new manufacturing environment, including activity-based costing.

29:010:304. Cost and Quality Management (3)
Prerequisite 29:010:204.
In-depth coverage of the new manufacturing environment; activity-based costing, cost and quality management, material resource planning, and strategic performance measures.

Prerequisites 29:010:203 and junior standing.
Advanced application of accounting principles to the accounting and reporting of asset, liability, and equity accounts and the financial statements. Includes coverage of professional pronouncements related to proper reporting and disclosure of financial information. The conceptual framework of accounting, current and noncurrent assets and liabilities, stockholders' equity, leases, pensions, earnings per share, deferred taxes, and stock options are included.

Topics include an introduction to the legal framework of business and the law of contracts and negotiable instruments. Extensive coverage of government regulation relating to the environment, consumer protection, hiring practices, and occupational safety.

Topics include torts, personal property, bailments, contract law, commercial paper, and secured transactions under the Uniform Commercial Code. Coverage of partnerships and corporations, bankruptcy, agency principles, insurance, real property, and estate matters.

Prerequisites 29:010:305-306 and senior standing.
Introduction to basic concepts of federal income taxation as applied to individuals and corporations, including the tax formula, accounting methods, property transactions, income determination, deductions and losses, tax credits, and the alternative minimum tax. Structure of the U.S. tax system and tax law including the tax research process.

Prerequisite 29:010:413.
In-depth coverage of corporate tax issues, including the tax effects of stock issuance, corporate distributions, redemptions, and corporate liquidations. Overview of tax-free reorganizations.
29:010:423. ACCOUNTING FOR BUSINESS COMBINATIONS (3)
Prerequisites: 29:010:305-306 and senior standing.
Accounting for mergers and acquisitions, pooling and purchase methods, accounting for goodwill, and the equity method. Foreign subsidiaries and accounting for foreign currency translation and transactions.

29:010:424. AUDITING I: INTERNAL AUDITING (3)
Prerequisites: 29:010:305-306 and senior standing.
In-depth analysis of internal audit procedures and internal control procedures. Analytical review procedures, reconciliations and account analyses, tests for reasonableness, and verification and fraud analysis.

29:010:425. AUDITING II: EXTERNAL AUDITING (3)
Prerequisite: 29:010:424. Strongly recommended for students taking the Certified Management Accounting (CMA) Examination.
Types of external audits, duties and responsibilities of the external auditor, concepts of audit evidence, and analytical review and validation procedures. Statistical sampling discussed. Generally Accepted Auditing Standards (GAAS) given extensive coverage. Use of computers in auditing is presented.

29:010:444. GOVERNMENT AND NOT-FOR-PROFIT ACCOUNTING AND AUDITING (3)
Prerequisites: 29:010:305-306 and senior standing. Strongly recommended for students taking the Certified Public Accounting (CPA) Examination.
Principles of fund accounting, analysis of financial management systems applicable to governmental units and other not-for-profit organizations. Overview of authoritative pronouncements and Generally Accepted Auditing Standards (GAAS) for financial and compliance audits of governmental and other not-for-profit organizations, their programs, activities, and functions.

29:010:445. CONTROLLERSHIP, BUDGETING, AND STRATEGIC PLANNING (3)
Budgeting and forecasting, statement analysis, cash and investment management, strategic planning, product strategy, and establishing corporate policy and procedures. Consideration also given to SEC compliance, leadership, teamwork, and managing in cross-functional environments.

29:010:446. FINANCIAL STATEMENT ANALYSIS: USE OF FINANCIAL DATA FOR DECISION MAKING (3)
Prerequisites: 29:010:305-306 and senior standing.
Factors that affect the critical examination and interpretation of financial statements. Impact of GAAP accounting and reporting standards on decision making and investment and credit decisions. Integration of concepts from economics, finance, accounting, and business strategy. Synthesis through case analysis.

29:010:450. BUSINESS AND ACCOUNTING SEMINAR (3)
Prerequisite: Senior standing. Proper business attire is required for attendance each class period.
Capstone course for the program. Advanced accounting theory and current topics and events in business and management, with particular emphasis on the accounting implications of these current events. Guest lecturers, cases, and team research projects and presentations used throughout the course.

29:010:485. COMPUTER-AUGMENTED ACCOUNTING (3)
Integration of computerized accounting software with the basic principles and procedures of accrual accounting. Examines the functioning of modern computerized accounting systems. Computer accounting applications include general ledger, accounts receivable, accounts payable, invoicing, payroll, inventory, and job costs. Introduction to Internet technology and accounting resources on the Internet is provided.

29:010:493. CONTEMPORARY ACCOUNTING PROBLEMS (3)
In-depth analysis of current issues in accounting, auditing, and tax topics determined by the instructor.

29:010:496. ACCOUNTING INTERNSHIP (BA)
Prerequisites: 29:010:203,204 and junior standing.
Internship program for three months at a participating corporation. Evaluation by staff executives of the participating organization determines final grade in the course.

29:010:497. ACCOUNTING COOPERATIVE (6)
Prerequisites: 29:010:203,204 and junior standing.
Internship program for six months at a participating corporation. Evaluation by staff executives of the participating organization determines final grade in the course.

29:010:498. INDEPENDENT STUDY IN ACCOUNTING (3)
Prerequisite: Permission of department chairperson and instructor. Restricted to accounting majors or minors with senior standing. May not be used as a substitute for any departmental requirements. A substantial research project is conducted and a final term paper is required in order to fulfill course requirements.

FINANCE 390

29:390:315. INVESTMENTS (3)
Prerequisite: 29:390:329.

29:390:329. FINANCE (3)

29:390:330. CORPORATE FINANCE (3)
Prerequisite: 29:390:329.
Issues relating to the financing of capital investments. How financial risk affects the cost of capital and helps determine the capital structure of the corporation. Interactions between investment and financing decisions. The uses of various securities to finance an investment, as well as methods such as lease financing.

29:390:335. RISK MANAGEMENT AND INSURANCE (3)
The management of risk is a major function in every business enterprise. The function of risk management; methods used in identifying, measuring, and transferring risks; the use of insurance to transfer risks to other parties; the structure of the insurance business from the perspective of a potential purchaser of insurance.

29:390:340. FINANCIAL STATEMENTS AND SECURITY ANALYSIS (3)
Techniques for examining and interpreting financial statements to support business and investment decisions. The viewpoints of short-term creditors, long-term lenders, equity investors, and internal management used as the focus of the analysis. Topics include ratio analysis, cash flow forecasting, and security valuation.
29:390:386. FUTURES AND OPTIONS (3)
Prerequisite: 29:390:329.
Introduction to derivatives—futures and options contracts on commodities, interest rates, and equities. Historical development, institutional features, and economic functions of the futures and options markets. Pricing of the contracts. Understanding the role of expectations, arbitrage, and the relationship to their cash market counterparts. Analyzing risk exposures and exploring the hedging and speculative potential of the markets. Implementing and evaluating hedges in commodity, interest rate, and equity markets.

29:390:370. FINANCIAL INSTITUTIONS AND MARKETS (3)
Prerequisite: 29:320:329.
Detailed overview of the theory and institutional features of the U.S. financial system; comprehensive review of the U.S. financial markets.

29:390:404. ADVANCED TOPICS IN FINANCE (3)
Research papers from current finance literature read and analyzed. Strengths, weaknesses, and practicability of the research are discussed. Independent work on approved topics required; class presentation for critical appraisal.

INTERNATIONAL BUSINESS AND BUSINESS ENVIRONMENT 522

29:522:334. BUSINESS, GOVERNMENT, AND SOCIETY (3)
Prerequisite: junior or senior standing.
The legal environment and foundation of the business system and the legal obligations of the individual firm, with an emphasis on regulatory and constitutional law; relationship among the public policy process, legal and political theory, and ethical issues in business; role of values and ideologies in shaping the business environment; corporate political activities and the roles of competing political interest groups.

29:522:365. COMPETITIVE INTELLIGENCE AND ANALYSIS (3)
Examines the theory of analyzing industries and competitor behavior and the practice of corporate intelligence activities through case studies, field exercises, and corporate-guest lectures.

29:522:369. INTERNATIONAL BUSINESS (3)
Prerequisites: 29:390:329, 29:620:318, and junior or senior standing.
The distinctive circumstances of management arising from the conduct of business in more than one country; international monetary system, 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 for the management of the international corporation.

29:522:380. FUNDAMENTALS OF REAL ESTATE (3)
Prerequisite: 29:390:329.
Introduction to modern theoretical concepts of real estate. Attributes of real estate from the freehold and leasehold perspectives. Financial analysis of residential and investment property. Descriptions of the legal aspects of real estate acquisition.

MANAGEMENT 620

The management major consists of the business core curriculum (42 credits) and five specialized management courses (15 credits). Two of the management courses are required: 29:620:365, Management of Human Resources, and 29:620:490, Organizational Behavior.

29:620:300. PRINCIPLES OF MANAGEMENT (3)
Surveys classical, behavioral, systems, and contingency approaches to management; provides bases for understanding the functions of management and human behavior in work organizations; explores the influence of complex internal and external environments on management practice and theory.

29:620:302. ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT (3)
Prerequisite: 29:629:300.
Provides an introduction to the theory and practice of entrepreneurship and small business through the examination of the basic principles of starting and managing a small business; considers various paths to business ownership and special topics of interest to the study of entrepreneurship.

29:620:350. NEGOTIATIONS (3)
Prerequisite: 29:620:300.
Examines the major concepts, theories, and processes of negotiation; analyzes the dynamics of interpersonal and intergroup conflict and its resolution in managerial settings; exposes the structural (e.g., parties, position, interests) and process-oriented dynamics that occur during the negotiation process.

29:620:355. MANAGING TECHNOLOGY (3)
Prerequisite: 29:620:300.
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.

29:620:360. NEW VENTURE DEVELOPMENT (3)
In-depth study and application of the process of creating a new venture; emphasizes the integration of entrepreneurship knowledge and skills through the creation of a business plan for a new venture; examines venture idea development and analysis, evaluation of the management team, financing, legal structures, and sources of assistance.

29:620:365. MANAGEMENT OF HUMAN RESOURCES (3)
Prerequisite: 29:620:300.
Explores traditional (staffing, training, job evaluation, compensation, and benefits administration) and contemporary (organizational change, employee ownership, cross-cultural, and international considerations) issues related to the management of human resources; emphasizes government legislation affecting human resource functions and the linkage between human resource management and firm strategy.

29:620:367. UNION-MANAGEMENT RELATIONS (3)
Prerequisite: 29:620:300.
Studies 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.

29:620:370. MANAGING DIVERSITY IN ORGANIZATIONS (3)
Prerequisite: 29:620:300.
Examines the demographic diversity of the United States labor force and the challenge it presents to organization managers; treats diversity from the perspective of cultures and subcultures.

29:620:375. ORGANIZATIONAL DESIGN AND CHANGE (3)
Prerequisite: 29:620:300.
Describes major perspectives on organizational structures, processes, and culture, and examines models of organizational change; introduces methodologies that facilitate creativity and change at the individual, group, and organizational levels.
29:620:410. ORGANIZATIONAL LEADERSHIP (3)
Prerequisite 29:620:300.
Analyzes leaders, the leadership role, and the leadership processes in organizational settings; examines leadership activities and classical and contemporary theories; investigates interactions among leadership styles, employee predispositions, group makeup, and organizational culture.

29:620:480, 481. ADVANCED
Prerequisites 29:620:300 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.

29:620:490. ORGANIZATIONAL BEHAVIOR (3)
Prerequisite 29:620:300.
Studies organization dynamics, motivation, organization socialization, interpersonal communication, and leadership.

29:620:492. BUSINESS POLICY AND STRATEGY (3)
Capstone course that deals with strategic decision making at the business and corporate levels that determines the competitive advantage of the firm and its short- and long-term performance. Topics include situation analysis, strategy, mergers/acquisitions, strategic alliances, and corporate restructuring.

29:620:498, 499. INDEPENDENT MANAGEMENT PROJECTS (3,3)
Prerequisites Senior status, 12 credits in management, and permission of department.
An individual research and reading program under the guidance of a member of the department.

MANAGEMENT SCIENCE AND INFORMATION SYSTEMS 623

29:623:220. MANAGEMENT INFORMATION SYSTEMS (3)
Microcomputer-based course that provides a comprehensive understanding of computer systems and application software. Hands-on approach to learning widely used spreadsheet, database, word processor, and presentation application packages and Internet tools.

29:623:311. PRODUCTION AND OPERATIONS MANAGEMENT (3)
Prerequisite 21:622:231 or equivalent.
Managerial ideas and techniques for scheduling and controlling production processes, planning, organizing, and controlling functions are developed through quantitative applications; interrelationships, behavioral aspects, and practical applications.

29:623:320. DATABASE MANAGEMENT SYSTEMS FOR BUSINESS APPLICATIONS (3)
Prerequisites 29:623:220, 311.
Examines conceptual data modeling. Focus on identifying user information requirements and the use of commercial database management systems in designing and implementing database systems.

29:623:325. COMPUTER INFORMATION SYSTEMS: TECHNOLOGY AND APPLICATIONS (3)
Prerequisite 29:623:220.
Introduction to the structure and components of information systems, including software and hardware, database technology, telecommunications, decision support systems, office information systems, transaction processing systems, and expert systems. Systems development using both life cycle approach and prototyping and relevant tools.

29:623:340. INTRODUCTION TO BUSINESS RESEARCH METHODS (3)
Focus on translating a business problem into a research project: formulate hypotheses, identify and locate data sources, consider ways to gather primary and secondary data, perform analysis using major statistical computer packages, effectively present findings and interpretation.

29:623:375. COMPUTER NETWORK APPLICATIONS (3)
Introduction to features and resources of the Internet, with hands-on approach to using tools such as Telnet; FTP; electronic mail, bulletin boards, talk, and computer conferencing; file servers; the web; browsers; search methods; and Internet search engines. Also explored: construction of web pages using HTML, and the UNIX operating system.

MARKETING 630

29:630:301. INTRODUCTION TO MARKETING (3)
Prerequisite One year of economics junior or senior standing.
Overview of marketing: the process of creating goods and services in response to consumer wants and needs. Study of the marketing function in organizations. Analysis of the marketing functions of price, promotion, place, and product.

29:630:363. INTRODUCTION TO ADVERTISING (3)
Prerequisite 29:630:301.
Advertising as a marketing tool and as a social force; principles of creating effective advertising and the techniques used in measuring its impact on the market; communications media studied and analyzed across marketing programs.

29:630:368. RETAIL MARKETING (3)
Prerequisites 29:630:301 or 328; 33:630:301.
Analysis of retail strategy, including organization, location, layout, buying, pricing, advertising, inventory and stock control, credit, and personnel administration; study of retail institutional forms.

29:630:369. NEW PRODUCT PLANNING (3)
Prerequisite 29:630:301 or 328.
Study of the functions, concepts, and decisions required in the introduction, maintenance, and discontinuation of products. Special attention given to the areas of new product needs, new product development, and product planning and strategy.

29:630:370. BUSINESS-TO-BUSINESS MARKETING (3)
Prerequisite 29:630:301 or 328.
Analysis of business-to-business marketing, including organizational buying behavior, characteristics of industrial goods, and vendor and value analysis; study of industrial markets.

29:630:371. INTERNATIONAL MARKETING (3)
Prerequisites 29:630:301 or 328.
Important concepts about the special nature of service marketing, and its differences from both consumer and industrial goods marketing. Emphasis on strategies for positioning services in such markets as finance, insurance, health care, and the professions.

29:630:374. CONSUMER BEHAVIOR (3)
Prerequisite 29:630:301 or 328.
Explores the roots of buyer behavior from a managerial perspective, drawing on the disciplines of psychology, sociology, and anthropology. Topics include perception, learning, communication, cognition, memory, motivation, and attitudes of consumers.
29:630:385. Marketing Research (3)
Prerequisites: SOM 216, 620:220:231 and 29:630:301 or 328; not open to students who have completed 29:620:417.
Basic techniques of research in marketing, including problem definition, research design, questionnaire construction, sampling, data collection and analysis, and report preparation. Emphasizes the use of analytical techniques in the design and conduct of marketing research.

29:630:390. The Sales Process
Prerequisite: 29:630:301 or 328
Analysis of sales strategy and adaptive selling methods; role of the sales manager in the development of a successful sales force. Topics include prospecting, communicating with customers, planning the sales call, territory and market analysis, compensation, and control.

29:630:428. Marketing and Society (3)
Prerequisite: 29:630:301 or 328
Social issues that influence marketing activities; social responsibilities of marketing management; consumerism; marketing and urban issues; marketing ethics; political action and reaction; legal aspects of marketing; social gains and costs of marketing.

29:630:430. Qualitative Research Methods (3)
Prerequisite: 29:630:385.
Introduction to the philosophies, methods, application, and practice of qualitative research. Focus on acquiring a deeper understanding of buyers' motives, feelings, and beliefs across a wide range of consumption phenomena.

29:630:452. Marketing Strategy (3)
Prerequisite: 29:630:385
Analysis of the planning, organization, and control of the marketing function in an organization; evolution of policies on pricing, selecting a channel of distribution, branding, product planning, and related activities. Case method used.

29:630:482. Advertising Strategy (3)
Prerequisites: 29:630:328 or 301; 29:630:363.
Study of the advertising campaign, and the investigation and solution of real-world advertising problems by managers. Examination of integrated marketing communication, sales promotion, and advertising in relation to the firm's marketing plan.

29:630:486. Independent Study in Marketing (3)
Prerequisites: 29:630:383; permission of instructor and department chair; senior status.
Individual work by the student on a practical research problem supervised by a full-time faculty member. Presentation of a written report upon completion of the study.

29:630:490. Marketing Internship
Prerequisites: 29:630:301 or 328; permission of associate dean of school.
On-site marketing job in a corporation or not-for-profit organization. By arrangement with the Career Development Center and permission of the internship coordinator.

29:630:497. Special Topics in Marketing (3)
Prerequisite: 29:630:385
Focus on a topic of contemporary relevance to marketing. Examples of past topics include public relations, direct marketing, services marketing, interactive marketing, and merchandise management.

Administration and Faculty

ADMINISTRATION

Faculty of Management
Howard Tuckman, Dean, Ph.D., Wisconsin
Paul Miranti, Associate Dean for Faculty, Ph.D., Johns Hopkins
Rosa Oppenheim, Associate Dean for Academic Programs, Ph.D., Polytechnic
Aida Torres, Associate Dean of Administration

School of Management
Howard Tuckman, Dean, Ph.D., Wisconsin
Lewin H. Kerzman, Associate Dean, School of Management, J.D., Rutgers
Loretta Lamarone, Administrative Assistant
Latoya Battle-Brown, Student Counselor

FACULTY

The Faculty of Management is organized into the following six departments:

Accounting and Information Systems
Finance and Economics
Organizational Management
Marketing
International Business and Business Environment
Management Sciences/Computer Information Systems

The first four of these departments offer the undergraduate major programs in accounting, finance, management, and marketing, respectively. The latter two departments do not presently offer majors. They do, however, teach important courses as part of the core curriculum.

Department of Accounting and Information Systems

Chairperson: D. Palmon
Vice Chairperson: I. Goodman
Professors:
Leonard Goodman, B.S., CUNY (Brooklyn College); M.B.A., Ph.D., New York
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)
Yaw Mensah, B.S., Ghana; M.B.A., Ph.D., Columbia
Glenn Shaffer, 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:
Michael Alles, Ph.D., Stanford
Kevin C.W. Chen, B.B.A., National Taiwan; M.A.S., Ph.D., Illinois (Urbana-Champaign)
Gail Farrellly, B.S., M. St. Vincent College; M.A., Fordham; M.B.A., Iona; D.B.A.,
George Washington
Peter Gillett, B.A., M.A., Oxford; Ph.D., Kansas
Suresh Govindaraj, Ph.D., Columbia
Elinda Fishman Koss, Ph.D., Rachester
Alexander Kogan, M.S., Moscow; Ph.D., USSR Academy of Science
Murugappa Krishnan, Ph.D., Pennsylvania
Dan Palmon, B.S., M.B.A., Hebrew; Ph.D., New York
Michael Schoederbek, B.B.A., Iowa; M.B.A., Pennsylvania State; Ph.D., Indiana
Bin Sinhui, M.B.A., Indian Institute; M.Phil., Ph.D., Columbia
Robert Werner, B.S., Pennsylvania; M.P.A., Rutgers M.B.A., Seton Hall; Ph.D., New York
David Zawmeyer, B.S., Fordham; M.B.A., New York; M.Phil., Ph.D., Columbia

Assistant Professors:
Sunita Ahlawat, B.Com., M.Com., Delhi (India); M.B.A., Massachusetts
M.A., Pennsylvania State
Vandana Chandar, Ph.D., Cae Western Reserve
Saurav Dutta, B.Tech., India of Technology; Ph.D., Kansas
Elizabeth Gordon, Ph.D., Chicago
David Mest, B.S.C., M.B.A., Rider; Ph.D., Tennessee
Jay Soled, B.A., Haverford College; J.D., Michigan; LLM, New York
W. Raymond Williams, B.S., Winton-Salem; J.D., Rutgers; LLM, Widener
Hannah Wong, M.B.A., SUNY (Buffalo); Ph.D., California (Los Angeles)

Department of Finance and Economics
Chairperson: J. Brick
Vice Chairperson: O. Palmon

Professors:
James L. Bickel, Ph.D., New York
Ivan E. Brak, B.A., Yeshiva; Ph.D., Columbia
Michael A. Crewe, B.Com., Birmingham; Ph.D., Bradford
Lawrence Fisher, B.A., Pomona College Ph.D., Chicago
Ronald Harstad, B.A., Michigan; Ph.D., Pennsylvania
Mahmud Hassan, M.B.A., Indiana; Ph.D., Vanderbilt
Michael Katehakis, B.A., Athens M.A., South Florida; M.S., Ph.D., Columbia
Cheng-few Lee, B.A., National Taiwan; M.S., West Virginia; Ph.D., SUNY (Buffalo)
W. Giles Meilin, B.A., Virginia; Ph.D., Princeton
Paul Nadler, A.B., Brown; M.A., Wisconsin; Ph.D., New York
Ellie Priemans, Ph.D., York
Abraham Ravid, B.S., Tel Aviv; Ph.D., Cornell

Associate Professors:
Mark Castellino, B.S., Bombay; M.S., Pratt; Ph.D., CUNY (Baruch College)
Sharon Griffis, B.A., Florida; Ph.D., New York
Doug Raivang, B.E., Soul National; M.S., Ph.D., Michigan
Farrokh Langdana, B.Tech., M.B.A., M.A., Kanpur; Ph.D., Virginia
Polytechnic Institute
Michael Long, B.S., Western Michigan; M.P.A., Georgia; Ph.D., Purdue
Oded Palmon, B.S., Tel Aviv; M.A., Ph.D., Chicago
Robert Patrick, B.A., Blackburn College Ph.D., New Mexico
Menahem Spiegel, B.A., Hebrew; B.A., Chicago
Emilio Venezian, B.Eng., M.G.I.; M.S., Ph.D., California Institute of Technology
Yangt Wu, M.A., Delaware Ph.D., Ohio State

Assistant Professors:
Ren-Ran Chen, B.A., National Taiwan; M.S., Ph.D., Illinois (Urbana-Champaign)
Young-Hye Cho, B.A., M.A., Yonsei; Ph.D., California (San Diego)
Guo Ying Luo, M.A., M.I.B., Ph.D., Western Ontario
Dilip K. Patro, B.S., Indian Institute of Technology; M.S., Ph.D., Maryland
[College Park]
Tavy Ronen, B.A., Weizmann; M.Phil., New York; Ph.D., New York
[Stin School of Business]
Ben Sopranzetti, B.S.E.E., Rutgers; M.S., Drexel; Ph.D., Illinois
John Wald, B.A., Yale Ph.D., California (Berkeley)

Department of International Business and Business Environment
Chairperson: C. Hartman

Professors:
Farok Contractor, B.S.E., Bombay; M.S., Michigan; M.B.A., Ph.D., Pennsylvania
John H. Dunnung, B.S., London; Ph.D.; Uppsala; Ph.D., Autonomous Madrid; Ph.D., Southampton
Jerry Rosenberg, B.S., SUNY; M.A., Ohio; Ph.D., New York

Associate Professors:
Wayne Eastman, A.B., J.D., Harvard

Assistant Professors:
Sam Beldona, B.S., M.B.A., Karnataka; M.S., Ph.D., Temple
James Gathii, L.L.M., S.J., Harvard
Michael A. Santoro, B.A., Berlin; J.D., New York; Ph.D., Harvard

Department of Management Science/Computer Information Systems
Chairperson: R. Armstrong
Vice Chairperson: B. Melamed

Professors:
Nabil R. Adam, M.S., Cairo; M.S., Ph.D., Columbia
Ronald Armstrong, B.S., Acadia; M.A., Dalhousie Ph.D., Massachusetts
Benjamin Aviv-Roth, B.S., M.S., D.Sc., Technion (Israel Institute of Technology)
Adi Ben-Israel, B.S., M.Tech, Technion (Israel Institute of Technology); Ph.D., Northwestern
William J. Carroll, B.A., M.A., Ph.D., New York
Peter Hammer, M.S., Ph.D., Bucharest (Romania)
Michael Katehakis, B.A., Athens; M.S., South Florida; M.S., Ph.D., Columbia
Michael Raskin, B.A., National Taiwan; M.S., West Virginia; Ph.D., SUNY (Buffalo)

Associate Professors:
Farid Alizadeh, B.B.A., M.B.A., M.S., Ph.D., Massachusetts Institute of Technology
Undrej Ruzsicsnyi, Warsaw University of Technology
David Shanno, B.A., Yale Ph.D., Carnegie Mellon
Tod Scratkoski, B.A., Oberlin College M.S., Ph.D., Stanford

Assistant Professors:
Avivgar Gal, D.Sc., Technion-Israel Institute of Technology
Stephen Hirschhorn, B.A., Wakefield, M.M., Massachusetts Institute of Technology; Ph.D., California (Berkeley)
Sun Park, M.S., Michigan
Zachary Stoumbos, B.S., North Carolina; M.S., Ph.D., Virginia Polytechnic Institute and State University
Victoria Ungureanu, Ph.D., Rutgers

Department of Marketing
Chairperson: B. Stern
Vice Chairperson: L.J.Shrum

Professors:
Phillips Aron, A.B., Harvard; Ph.D., Stanford
J. Douglass Carroll, B.S., Florida, M.A., Ph.D., Princeton
Elizabeth Hirschman, B.A., M.B.A., Ph.D., Georgia State
Harsharanjot Jaggi, Ph.D., Columbia
Barbara Stern, B.A., Cornell; M.B.A., Fordham; M.A., Ph.D., CUNY

Associate Professors:
Robert Rothberg, M.B.A., Ph.D., Pennsylvania
L.J. Shrum, B.B.A., Houston; M.S., Ph.D., Illinois (Urbana-Champaign)

Assistant Professors:
Vijay A. Athari, Ph.D., George Mason
S. Chan Choo, B.B.A., B.S., Seoul; M.B.A., Michigan; Ph.D., Pennsylvania
P. Chatterjee, B.A., Michigan; Ph.D., Vanderbilt
Michael Muiyeh, B.Com., Ottawa; M.S., Clarkson; Ph.D., Pennsylvania State
Amitabh Mungale, Ph.D., Florida
E. Sivadas, Ph.D., Cincinnati
Hao Zhao, M.Sc., Toronto; M.S., Ph.D., Rochester

School of Management
ADMINISTRATION AND FACULTY
Department of Organizational Management
Chairperson: F. Damanpour
Vice Chairperson: S. Park
Professors:
Fariborz Damanpour, B.S., Pahlavi; M.S., Houston; Ph.D., Pennsylvania
Nancy DiTomaso, B.A., Ohio State; M.S., Ph.D., Wisconsin
Deborah Dougherty, Ph.D., Massachusetts Institute of Technology
George Farris, B.S., Yale M.S., Ph.D., Michigan
Michael E. Gordon, B.A., Lehigh; M.S., Syracuse; Ph.D., California (Berkeley)
Barbara Kovach, B.A., M.A., Stanford; Ph.D., Maryland
Donald McCabe, A.B., Princeton; M.B.A., Seton Hall; Ph.D., New York

Associate Professors:
Thomas A. Bryant, Ph.D., Massachusetts Institute of Technology
Chao C. Chen, M.A., Ph.D., SUNY (Buffalo)
dt ogilvie, B.A., Oberlin College; M.B.A., Southern Methodist; Ph.D., Texas
Seung Ho Park, B.A., Han Yang; Ph.D., Oregon

Assistant Professors:
Grant Ackerman, J.D., Pittsburgh; Ph.D., Columbia
Theresa Cho, A.B., Harvard; Ph.D., Columbia
Varghese George, B.Sc., Kerala; Ph.D., Massachusetts Institute of Technology
(Bias School of Management)
Robert Hoogberg, B.A., M.A., Nijmegen; Ph.D., Michigan
Daniel Levin, Ph.D., Northwestern
Ayesha Malhotra, Ph.D., Maryland
Phyllis A. Siegal, B.S., Pennsylvania; Ph.D., Columbia