

# Rutgers Business School: Undergraduate– Newark



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# About the Rutgers Business School: Undergraduate–Newark

The Rutgers Business School: Undergraduate–Newark 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.

Toward 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.

All programs 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 Rutgers Business School: Undergraduate–Newark and available in Room 101, Engelhard Hall, and online at <http://business.rutgers.edu/undergrad/newark> for any changes and additional clarification.

## Admission

Admission to the business majors in the Rutgers Business School: Undergraduate–Newark 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 Rutgers Business School: Undergraduate–Newark and by university regulations. In general, students already matriculated in the liberal arts colleges in Newark receive priority consideration for admission.

The Rutgers Business School: Undergraduate–Newark is a four-year undergraduate school. Application is required by transfer students and by students already attending Rutgers, but not the Rutgers Business School: Undergraduate–Newark, usually during their sophomore year.

Students within Rutgers submit an internal application, which may be obtained from the office of the Rutgers Business School: Undergraduate–Newark in Engelhard Hall or online at <http://business.rutgers.edu/undergrad/newark/pdfs/internalapplication.pdf>. Transfer students should obtain an application from the admissions office in Blumenthal Hall, 249 University Avenue, Newark, NJ 07102-1896 (973/353-5205).

Rutgers Business School: Undergraduate–Newark 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 Rutgers Business School: Undergraduate–Newark 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 Rutgers Business School: Undergraduate–Newark, applicants (except for newly entering first-year students) must satisfy a set of eligibility requirements consisting of three parts: courses, credits, and cumulative grade-point average.

### Course Requirements (Transfers and Internal Candidates)

As a requirement for admission to the Rutgers Business School: Undergraduate–Newark, 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 II (3)
21&62:640:113	College Algebra or higher level math, such as Calculus for Financial Majors(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. Please note the information on ARTSYS below.

## 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 Rutgers Business School: Undergraduate–Newark.

## 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 Rutgers Business School: Undergraduate–Newark or to continue to be enrolled at Rutgers Business School: Undergraduate–Newark. Meeting this requirement does not guarantee acceptance. Preference is given to Rutgers–Newark students whenever practicable.

## Taking Courses prior to Admission to Rutgers Business School: Undergraduate–Newark

Transfer students who have not yet attained 56 credits, do not yet have a GPA of 2.50 or better, or who have not completely finished all prerequisites for admission, may nevertheless become prebusiness students and take courses with permission of any Rutgers Business School: Undergraduate–Newark student counselor.

## ACADEMIC CREDIT FOR TRANSFER COURSES

Transfer students who are accepted into the Rutgers Business School: Undergraduate–Newark 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 the degree, may not be accepted for specific course requirements in the programs offered by the Rutgers Business School: Undergraduate–Newark.

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) (accounting majors particularly)
- Introduction to Economics (2 courses)
- Statistics (1 course)
- Management Information Systems (1 course)

Courses that are deemed by the school to be the equivalent of Intermediate Accounting I 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 Rutgers Business School: Undergraduate–Newark. Additionally, at least 30 of the most recently earned 36 business or accounting credits taken toward the degree must be completed at the Rutgers Business School: Undergraduate–Newark. Course work that is more than seven years old will not be considered for transfer.

## Admission as First-Year Students

Students who know from their initial application to Rutgers–Newark that they wish to major in a business subject may automatically become majors upon admission to Rutgers, so long as they denote which of the four majors—accounting, management, finance, or marketing—is their choice. These students must still complete all the required prerequisite courses that other students in the major complete and maintain a cumulative grade point average of 2.50 or better. A full-time student who, after four terms, does not meet the 2.50 requirement or the 56 credit requirement or the prerequisite courses requirement will merely be changed to a “prebusiness” category, and upon satisfactory completion of the missing courses or grades, be readmitted to the major. Note that when a student is readmitted to any business major, they are subject to the rules for graduation then in effect.

# 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 Rutgers Business School: Undergraduate–Newark and take precedence.

## Academic Advising

Each admitted student is assigned an academic counselor at the Rutgers Business School: Undergraduate–Newark. Those accepted into the school must meet with a counselor in the Office of Student Services, 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 can appeal, again in writing, to the dean of Rutgers Business School: Undergraduate–Newark. 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 Rutgers Business School: Undergraduate–Newark remain enrolled in their liberal arts college throughout their undergraduate program, and are expected to complete the academic requirements of both the Rutgers Business School: Undergraduate–Newark 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 Rutgers Business School: Undergraduate–Newark. The student remains in NCAS or UC pending any scholastic standing action by those schools.

## 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 Rutgers Business School: Undergraduate–Newark 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 10 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, Rutgers Business School: Undergraduate–Newark, 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 Rutgers Business School: Undergraduate–Newark. 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, Rutgers Business School: Undergraduate–Newark, 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:

Degree Granted	Application Deadline
October	August 3
January	October 19
May	January 22

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 June. 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 Rutgers Business School: Undergraduate–Newark 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 commitment to a professional career in accounting through personal achievement and contributions to the department.

**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.

**Business Environment Department Award.** Awarded each year to that graduating student with the best grades in the field.

**Delta Sigma Pi Scholarship Key.** Awarded annually by the faculty to the highest ranking senior in scholarship who has pursued a finance and economics 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.

**Finance Department Award.** Awarded each year to that graduating student with the best grades in the field.

**John R.H. Gilmour 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.

**Management and Global Business Department Award.** Awarded each year to that graduating student with the best grades in the field.

**Management Sciences Department Award.** Awarded each year to that graduating student with the best grades in the field.

**Marketing Department Award.** Awarded each year to that graduating student with the best grades in the field.

**Person-Wolinsky CPA Review Course Scholarship Rutgers Business School Alumni Association Prize**

**Rutgers Business School Dean's Award.** Awarded by the faculty to the graduating senior with the best overall academic record.

**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.

**Ethel Taub Marketing Award.** Awarded to a graduating senior with outstanding grades and service to the department.

**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.

# Academic Program Requirements

The Rutgers Business School: Undergraduate–Newark offers four majors leading to the bachelor of science degree: accounting (010), finance (390), management and global business (620), and marketing (630); and a concentration in management science and information systems (623).

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 Rutgers Business School: Undergraduate–Newark 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 Rutgers Business School: Undergraduate–Newark 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 Rutgers Business School 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 Rutgers Business School: Undergraduate–Newark must complete the program in effect at the time of their entrance to the Rutgers Business School: Undergraduate–Newark.

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 (47 credits)

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&62:640:119	Basic Calculus (3)
29:010:203	Introduction to Financial Accounting (3)
29:010:204	Introduction to Managerial Accounting (3)
29:010:319	Business Law I (3)
29:011:300	Business Forum (Professional Development) (2)
29:390:329	Finance (3)
29:620:300	Principles of Management (3)
29:620:368	International Business (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	Introduction to Marketing (3)

#### Corporate Accounting Courses (24 credits)

29:010:304	Cost and Quality Management (3)
29:010:305	Intermediate Accounting I (3)
20:010:306	Intermediate Accounting II (3)
29:010:413	Federal Tax I (3)
29:010:423	Accounting for Business Combinations and Government Accounting (3)
29:010:430	Auditing (3)
29:010:445	Controllorship, Budgeting, and Strategic Planning (3)
	business or accounting elective (3)

#### CPA Eligibility Sequence (not required for graduation)

To sit for the CPA examination, those majoring in accounting must complete the following courses:

29:010:320	Business Law II (3)
29:390:330	Corporate Finance (3)

To satisfy the 150-credit 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 CPA requirements:

M.B.A. in Professional Accounting
M.Accy. in Taxation
M.Accy. in Governmental Accounting

### Finance, Management and Global Business, and Marketing Majors

#### Core Requirements (47 credits)

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&62:640:119	Basic Calculus (3)
29:010:203	Introduction to Financial Accounting (3)

29:010:204	Introduction to Managerial Accounting (3)
29:011:300	Business Forum (Professional Development) (2)
29:390:329	Finance (3)
29:522:334	Business, Government, and Society (3)
29:620:300	Principles of Management (3)
29:620:368	International Business (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	Introduction to Marketing (3)

**Additional Course Requirements (12 credits)**

*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 (3)
29:390:330	Corporate Finance (3)

9 additional credits in finance electives selected from the following courses:

21&62:220:439	Financial Economics (3)
29:390:340	Financial Statements and Security Analysis (3)
29:390:386	Futures and Options (3)
29:390:495	Special Topics in Investment Banking (3)
29:390:496	Finance Internship (3)
29:390:498	Independent Research in Finance (3)

*Management and Global Business*

29:620:301	Management of Human Resources (3)
29:620:325	Organizational Behavior (3)

9 additional credits in management and global business 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)

Management and global business majors are encouraged to choose electives in the behavioral and social sciences or other courses that complement those offered by the department.

*Marketing*

*Note:* Marketing majors may not earn more than 21 credits in Marketing (630) courses, including 29:630:301.

29:630:374	Consumer Behavior (3)
29:630:385	Marketing Research (3)
29:630:452	Marketing Strategy (3)

9 additional credits selected from the following list:

21&62:084:395,396	Issues in Arts Management I,II (3,3)
21&62:730:251	Business and Professional Ethics (3)
29:630:363	Introduction to Advertising (3)
29:630:368	Retail Marketing (3)
29:630:369	New Product Planning (3)
29:630:370	Business-to-Business Marketing (3)
29:630:371	International Marketing (3)
29:630:372	Services Marketing (3)
29:630:401	Sales Management (3)
29:630:428	Marketing and Society (3)
29:630:430	Qualitative Research Methods (3)
29:630:482	Advertising Strategy (3)
29:630:486	Independent Study in Marketing (3)
29:630:490	Marketing Internship (BA)
29:630:497	Special Topics in Marketing (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.

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:

21&62:220:102	Introduction to Economics, Macro (3)
29:010:203	Introduction to Financial Accounting (3)
29:010:204	Introduction to Managerial Accounting (3)
29:390:329	Finance (3)
29:620:300	Principles of Management (3)
29:630:301	Introduction to 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)
29:623:220	Management Information Systems (3)

**Sequence in Arts Management**

The faculty of the Department of Visual and Performing Arts, in conjunction with members of the Rutgers Business School, 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

\* One term of calculus is prerequisite to acceptance into the finance program. 21&62:640:119 is recommended.

† May be substituted by other accounting courses with the consent of the department chairperson.

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.

### Double Major in Accounting and Finance

Students who complete all requirements for both majors will be able to receive their B.S. degree in both subjects.

## SUGGESTED COURSE SCHEDULE

Please note that students who have completed prerequisite courses earlier than noted are welcome to enroll in advanced courses ahead of the following suggested 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)  
29:623:220 Management Information Systems (3)  
history requirement (6 credits)  
literature requirement (6 credits)  
liberal arts electives (6 credits)

### Accounting Major

#### Junior Year

29:010:304 Cost and Quality Management (3)  
29:010:305-306 Intermediate Accounting I,II (3,3)  
29:010:319 Business Law I (3)  
29:011:300 Business Forum (Professional Development) (2)  
29:390:329 Finance (3)  
29:620:300 Principles of Management (3)  
29:623:311 Production and Operations Management (3)  
29:623:340 Introduction to Business Research Methods (3)  
29:630:301 Introduction to Marketing (3)  
interdisciplinary elective (3 credits) † ‡

#### Senior Year

29:010:413 Federal Tax I (3)  
29:010:423 Accounting for Business Combinations and Government Accounting (3)  
29:010:430 Auditing (3)  
29:010:445 Controllershship, Budgeting, and Strategic Planning (3)

29:620:368 International Business (3)  
29:620:418 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 Forum (Professional Development) (2)  
29:390:329 Finance (3)  
29:390:330 Corporate Finance (3)  
29:522:334 Business, Government, and Society (3)  
29:620:300 Principles of Management (3)  
29:623:340 Introduction to Business Research Methods (3)  
29:630:301 Introduction to Marketing (3)  
fine arts requirement (3 credits) ‡  
liberal arts electives (6 credits)

#### Senior Year

21&62:220:365 Money and Banking (3)  
29:390:315 Investments (3)  
29:620:368 International Business (3)  
29:620:418 Business Policy and Strategy (3)  
29:623:311 Production and Operations Management (3)  
finance electives (9 credits)  
interdisciplinary requirement (3 credits) \* †  
liberal arts elective (3 credits)  
free elective (3 credits)

### Management and Global Business Major

#### Junior Year

29:011:300 Business Forum (Professional Development) (2)  
29:390:329 Finance (3)  
29:522:334 Business, Government, and Society (3)  
29:620:300 Principles of Management (3)  
29:620:325 Organizational Behavior (3)  
29:620:365 New Venture Development (3)  
29:623:311 Production and Operations Management (3)  
29:623:340 Introduction to Business Research Methods (3)  
29:630:301 Introduction to Marketing (3)  
liberal arts electives (6 credits)  
free elective (3 credits)

#### Senior Year

29:620:368 International Business (3)  
29:620:418 Business Policy and Strategy  
management electives (9 credits)  
fine arts requirement (3 credits) †  
interdisciplinary requirement (3 credits) \* †  
free electives (9 credits)

\* University College–Newark students take natural science.

† See a Rutgers Business School: Undergraduate–Newark academic counselor for details (Room 101, Engelhard Hall).

‡ University College–Newark students take humanities or fine arts.

## Marketing Major

### Junior Year

29:011:300	Business Forum (Professional Development) (2)
29:390:329	Finance (3)
29:522:334	Business, Government, and Society (3)
29:620:300	Principles of Management (3)
29:623:311	Production and Operations Management (3)
29:623:340	Introduction to Business Research Methods (3)
29:630:301	Introduction to Marketing (3)
29:630:374	Consumer Behavior (3)
29:630:385	Marketing Research (3)
	liberal arts electives (6 credits)

### Senior Year

29:620:368	International Business (3)
29:620:418	Business Policy and Strategy (3)
29:630:452	Marketing Strategy (3)
	marketing electives (9 credits)
	fine arts requirement (3 credits) * †
	interdisciplinary requirement (3 credits) * †
	free electives (6 credits)

\* See a Rutgers Business School: Undergraduate–Newark 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<br>(Course normally offered only in the day.)           |
| 62    | University College–Newark<br>(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    | Rutgers Business School: Undergraduate–Newark   |

#### 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 Rutgers Business School: Undergraduate–Newark offers courses.)

- |     |  |
|-----|--|
| 010 | Accounting                                 |
| 390 | Finance                                    |
| 522 | Business Environment                       |
| 620 | Management and Global Business             |
| 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)

*Prerequisite:* 29:010:203.

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.

### 29:010:305-306. INTERMEDIATE ACCOUNTING I,II (3,3)

*Prerequisite:* 29:010:204 (29:010:305 for Intermediate Accounting II).

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.

### 29:010:319. BUSINESS LAW I: INTRODUCTION TO BUSINESS LAW AND GOVERNMENT REGULATION (3)

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

### 29:010:320. BUSINESS LAW II: UNIFORM COMMERCIAL CODE (3)

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.

### 29:010:413. FEDERAL TAX I: FUNDAMENTALS OF FEDERAL INCOME TAXATION (3)

*Prerequisite:* 29:010:305.

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.

### 29:010:414. FEDERAL TAX II: ADVANCED CORPORATE ISSUES (3)

*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 AND GOVERNMENT ACCOUNTING (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.

**29:010:430. AUDITING (3)**

*Prerequisite:* 29:010:306.

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, the role of the Securities and Exchange Commission as well as other constituencies. Audit testing, including statistical sampling, internal control issues, and audit programs are discussed.

**29:010:445. CONTROLLERSHIP, BUDGETING, AND STRATEGIC PLANNING (3)**

*Prerequisites:* 29:010:304 and senior standing.

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.

**29:010:485. COMPUTER-AUGMENTED ACCOUNTING (3)**

*Prerequisites:* 29:623:220, 29:010:306.

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 are provided.

**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) (BA)**

*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.

**29:010:498,499. INDEPENDENT STUDY IN ACCOUNTING (BA)**

*Prerequisites:* 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.

## ADMINISTRATIVE SCIENCE 011

**29:011:300. BUSINESS FORUM (PROFESSIONAL DEVELOPMENT) (2)**

The introductory course in business, concentrating on the majors business students may take. Includes business communication skills and regular lectures from experts in various business fields. Focuses on current events and career development skills.

## FINANCE 390

**29:390:315. INVESTMENTS (3)**

*Prerequisite:* 29:390:329.

Introduction and analysis of the dimensions of risk and return. Portfolio theory and its application in the management and performance evaluation of investment portfolios. Equilibrium theories of risk and return—capital asset pricing model and the arbitrage pricing model. Interest rate theory, yield curve, linkage between short-term and long-term rates, credit risk, and interest rate risk. Analysis of individual securities: money market securities, bonds and mortgage-backed securities, common and preferred stocks, and derivatives—futures and options.

**29:390:329. FINANCE (3)**

*Prerequisites:* 21&62:220:102, 231, 21&62:350:101.

Financial concepts and methods of analysis. The time value of money and its relation to such concepts as net present value and internal rate of return. Principles of valuation. Financial markets. The use of capital budgeting, management of cash-flow, and working capital management.

**29:390:330. CORPORATE FINANCE (3)**

*Prerequisites:* 29:390:329, 21&62:350:102, 21&62:220:101.

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)**

*Prerequisite:* 29:390:329.

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)**

*Prerequisites:* 29:390:315 and 329.

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.

**29:390:495. SPECIAL TOPICS IN INVESTMENT BANKING (3)**

The course covers the effective integration of financial theory and practice. It will explore the rapidly evolving theory of finance as it relates to a corporation's investment in assets and finance. Financial reasoning and analysis will be applied to problems faced by management.

**29:390:496. FINANCE INTERNSHIP (3)**

*Prerequisites:* Permission of Career Development Center and the dean's office.  
On-site finance job in a corporation or not-for-profit organization.

**29:390:496. FINANCE INTERNSHIP (3)**

*Prerequisites:* Permission of instructor and department chair and senior status.  
Individual research and reading program under the guidance of a member of the department.

## BUSINESS ENVIRONMENT 522

**29:522:334. BUSINESS, GOVERNMENT, AND SOCIETY (3)**

*Prerequisites:* 21&62:350:101-102.  
The legal environment and foundation of the business system and the legal obligations of the individual firm, with an emphasis on regulatory and constitutional laws; 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.

**29:522:360. 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.

**29:522:380. 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 AND GLOBAL BUSINESS 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: 29:620:345 Management of Human Resources and 29:620:325 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.

**29:620:325. ORGANIZATIONAL BEHAVIOR (3)**

*Prerequisite:* 29:620:300.  
Studies organization dynamics, motivation, organization socialization, interpersonal communication, and leadership.

**29:620:345. 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.

**29:620:350. 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; explores the structural (e.g., parities, 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.

**29:620:365. NEW VENTURE DEVELOPMENT (3)**

*Prerequisites:* 29:620:300, 29:522:360.  
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.

**29:620:367. 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.

**29:620:368. INTERNATIONAL BUSINESS (3)**

*Prerequisites:* 29:390:329, 29:620:300.  
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.

**29:620:370. MANAGING DIVERSITY IN ORGANIZATIONS (3)**

*Prerequisite:* 29:620:300.  
Examines 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.

**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.

**29:620:418. BUSINESS POLICY AND STRATEGY (3)**

*Prerequisites:* 29:010:204, 29:390:329, 29:620:300, 29:630:301, senior status.  
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.

**29:620:496,497. MANAGEMENT INTERNSHIP (BA)**

*Prerequisites:* Permission of Career Development Center and the dean's office.  
On-site management job in a corporation or not-for-profit organization.

**29:620:498,499. INDEPENDENT MANAGEMENT PROJECTS (3,3)**

*Prerequisites:* Senior status, 12 credits in management.  
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:* 29:623:220, 21&62:220:231 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.

### 29:623:318. SYSTEMS ANALYSIS AND DESIGN (3)

*Prerequisite:* 29:623:220.

Presents a practical approach to systems analysis and design using a blend of traditional development with current technologies. Defines and describes in detail the five phases of systems development life cycle (SDLC): systems planning, systems analysis, systems design, system implementation, and systems operations and support. Provides students with the tools for communications, economic analysis and project planning across all phases of communications and SDLC. Furnishes students with an in-depth understanding of how information systems support business requirements in today's competitive environment.

### 29:623:319. 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.

### 29:623:340. INTRODUCTION TO BUSINESS RESEARCH METHODS (3)

*Prerequisites:* 21&62:220:231, 29:623:300.

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)

*Prerequisite:* 29:623:220.

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)

*Prerequisites:* 29&62:220:231, 102; 29&62:350:101.

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)

*Prerequisite:* 29:630:301.

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.

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)

*Prerequisite:* 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.

### 29:630:372. SERVICES MARKETING (3)

*Prerequisite:* 29:630:301.

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

### 29:630:374. CONSUMER BEHAVIOR (3)

*Prerequisite:* 29:630:301.

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:* 21&62:220:231, 29:630:301, and 29:623:340.

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.

### 29:630:401. SALES MANAGEMENT

*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.

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:* 29:630:301, 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 (BA)**

*Prerequisites:* 29:630:385, 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 (BA)**

*Prerequisite:* 29:630:301.

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:* 29:630:301.

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

### Rutgers Business School

Howard Tuckman, *Dean; Ph.D., Wisconsin*  
Rosa Oppenheim, *Associate Dean for Faculty; Ph.D., Polytechnic*  
Douglas H. Jones, *Associate Dean for Academic Programs; Ph.D., Florida State*  
Aida Torres, *Associate Dean of Administration*

### Rutgers Business School: Undergraduate–Newark

Lewis H. Kerman, *Associate Dean; J.D., Rutgers*  
Loretta Iannarone, *Administrative Assistant*  
Kathleen Wagner, *Administrative Assistant*  
T. Karim Arnold, *Student Counselor*  
Latoya Battle-Brown, *Student Counselor*  
Faithann Brown, *Student Counselor*

## FACULTY

Rutgers Business School: Undergraduate–Newark is organized into the following six departments:

- Accounting and Information Systems
- Finance and Economics
- Management and Global Business
- Marketing
- 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:* L. 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 (Berlin)*  
Alexander Kogan, *M.S., Moscow; Ph.D., USSR Academy of Science*  
Yaw Mensah, *B.S., Ghana; Ph.D., Illinois*  
Paul Miranti, *B.A., M.A., Ph.D., Johns Hopkins*  
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., California (Los Angeles)*

*Associate Professors:*

Michael Alles, *Ph.D., Stanford*  
Peter Gillett, *B.A., M.A., Oxford; Ph.D., Kansas*  
Suresh Govindaraj, *Ph.D., Columbia*  
Murugappa Krishnan, *Ph.D., Pennsylvania*  
Alexander J. Sannella, *B.B.A., M.B.A., Iona; M.Phil., Ph.D., New York; CPA, New York*

Rutgers Business School: Undergraduate–Newark  
ADMINISTRATION AND FACULTY

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

Assistant Professors:

Nandini Chandar, Ph.D., Case Western Reserve  
Elizabeth Gordon, Ph.D., Columbia  
David Mest, B.S.C., M.B.A., Rider; Ph.D., Texas (Austin)

## Department of Business Environment

Chairperson: E. Hartman

Professor:

Edwin Hartman, B.A., Haverford College; B.A., M.A., Oxford; M.B.A., Wharton;  
Ph.D., Princeton

Associate Professor:

Wayne Eastman, A.B., J.D., Harvard

Assistant Professors:

Michael A. Santoro, B.A., Oberlin; J.D., New York; Ph.D., Harvard  
Danielle Warren, Ph.D., Wharton

## Department of Finance and Economics

Chairperson: I. Brick

Vice Chairperson: O. Palmon

Professors:

James L. Bicksler, Ph.D., New York  
Ivan E. Brick, B.A., Yeshiva; Ph.D., Columbia  
Michael A. Crew, 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  
Cheng-few Lee, B.A., M.A., National Taiwan; M.S., West Virginia;  
Ph.D., SUNY (Buffalo)  
Paul Nadler, A.B., Brown; M.A., Wisconsin; Ph.D., New York  
S. Abraham Ravid, B.S., Tel Aviv; Ph.D., Cornell  
Howard Tuckman, Ph.D., Wisconsin

Associate Professors:

Mark Castellino, B.S., Bombay; M.S., Pratt; Ph.D., CUNY (Baruch College)  
Ren-Raw Chen, B.A., National Taiwan; M.S., Ph.D., Illinois (Urbana-Champaign)  
Sharon Gifford, B.A., Florida; Ph.D., New York  
Dongcheol Kim, B.I.E., Seoul National; M.S., Ph.D., Michigan  
Farrokh Langdana, B.Tech., M.B.A., M.A., Kanpur; Ph.D., Virginia  
Polytechnic Institute and State University  
Michael Long, B.S., Western Michigan; M.P.A., Georgia; Ph.D., Purdue  
Oded Palmon, B.S., Technion; M.A., Ph.D., Chicago  
Robert Patrick, B.A., Blackburn College; Ph.D., New Mexico  
Menahem Spiegel, B.A., Hebrew; M.A., Ph.D., Chicago  
Emilio Venezian, B.Eng., McGill; M.S., Ph.D., California Institute of Technology  
Yangru Wu, M.A., Delaware; Ph.D., Ohio State

Assistant Professors:

N.K. Chidambaran, Ph.D., New York  
Young-Hye Cho, Ph.D., New York  
Matthew Clayton, Ph.D., Northwestern  
Guo Ying Luo, M.A., McMaster; Ph.D., Western Ontario  
Darius Palia, Ph.D., New York  
Dilip K. Patro, B.S., Indian Institute of Technology; M.S., Ph.D., Maryland  
(College Park)  
Tavy Ronen, B.A., Wesleyan; M.Phil., New York; Ph.D., New York  
Joseph C. Schuh, Visiting, Ph.D., Rutgers  
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