
Master of Business Administration—MBA degree

Faculty and Fields of Interest

Allen, William R.
Associate Professor. PhD, MBA University of Florida, BSc U.S. Coast Guard Academy. *Specializations:* Strategic management, organizational behavior, human resources management.

Anderson, Michael
Assistant Professor. PhD, Indiana University, MBA, BA Michigan State University. *Specialization:* Accounting and finance.

Bacdayan, Paul
Assistant Professor. PhD, University of Michigan, MBA Dartmouth College, BA Yale University. *Specialization:* Management and human resources.

Baker, C. Richard
Associate Professor. PhD, MS, BA University of California, Los Angeles. *Specialization:* Accounting.

Barkman, Beryl
Associate Professor. PhD University of South Carolina; Certified Management Accountant, MBA, BA University of Chicago. *Specializations:* Accounting, accounting education.

Barnes, Nora Ganim
Professor. PhD University of Connecticut, MA University of Rhode Island, BA Rhode Island College. *Specializations:* Marketing research, consumer behavior.

Best, Aleta
Assistant Professor. PhD, Texas A&M University, MBA Univ. of North Carolina Greensboro, BA Boston University. *Specialization:* Management.

Chopoorian, John A.
(Chairperson, Department of Marketing and Business Information Systems)
Professor. PhD Florida State University, MS Brown University. *Specializations:* International marketing, distribution and sales management.

Deveau, Roger J.
Professor. DEd Boston University, MBA Boston University, BS Southeastern Massachusetts University (UMass Dartmouth). *Specializations:* Systems analysis and design, business information systems, end user computing.

Einstein, Walter O.
Professor. PhD Syracuse University, MS University of Southern California, BA Fresno State College. *Specializations:* Organizational behavior, strategic management.

Forker, Laura
Associate Professor. PhD, Arizona State

University, AB Cornell University, MA Indiana University. *Specialization:* Management and human resources.

Glassman, Audrey
Visiting Lecturer. MS, BS University of Massachusetts Dartmouth. *Specialization:* Management.

Golen, Richard F.
(Assistant Dean for Undergraduate Programs)
Professor. JD Suffolk University Law School, MBA Suffolk University, BS Southeastern Massachusetts University (UMass Dartmouth). *Specializations:* Business law, computer law, human resources law.

Griffin, Michael
Visiting Lecturer. Certified Management Account, MBA Bryant College, BS Providence College. *Specializations:* Finance, investments.

Gunasekaran, Angappa A.
Associate Professor. PhD Indian Institute of Technology, ME, BE University of Madras. *Specialization:* Management.

Gupta, Krishan
Visiting Lecturer. PhD M.Phil.(Accounting) City University of New York, MBA University of West Georgia, BS Indian Institute of Technology India. *Specialization:* Accounting.

Jackson, Raymond
Professor. PhD Boston University, MBA University of Chicago, SB Massachusetts Institute of Technology. *Specializations:* Finance, financial planning.

Jones, Frederick L.
Professor. DBA Boston University, CPA Maryland, MBA, BS University of Maryland. *Specialization:* Accounting, information systems.

Karakaya, Fahri
Professor. PhD Clemson University, MBA University of Massachusetts Amherst, BS North Adams State College. *Specializations:* Consumer behavior, marketing research, marketing management.

Khalil, Omar E. M.
(Assistant Dean for Graduate Programs and Activities; MBA Program Director) Professor. PhD, MBA University of North Texas, BCom, MBA Alexandria University, Egypt. *Specializations:* Information systems, data management, information resources management.

Kobu, Bulent
Professor. PhD Istanbul University, MSIE Purdue University, MSME Technical University of

Istanbul. *Specializations:* Operations management, quantitative analysis, quality and productivity management.

Kowalski, Kellyann B.
Visiting lecturer. PhD, University of Rhode Island, MBA Northeastern University, BS University of Massachusetts Dartmouth. *Specialization:* Management.

LaFond, Jeanne H.
Visiting Lecturer. JD Suffolk University Law School, CPA State of Rhode Island, MS, BS Bryant College. *Specialization:* Accounting and finance.

LaFrancois, Helen
Professor. CPA State of Rhode Island, MS, MBA, BS Bryant College. *Specializations:* Accounting, taxation.

Legault, Richard D.
Professor. EdD Boston University, MBA University of Rhode Island, BA, BS Southeastern Massachusetts University (UMass Dartmouth). *Specializations:* Quantitative analysis, operations management, quality and productivity management.

Logan, Lawrence B.
Associate Professor. PhD University of Wisconsin, Madison, MBA University of Chicago, BSBA Roosevelt University. *Specializations:* Management, financial accounting.

Maskooki, Kooros
Professor. PhD University of Nebraska, MA University of Arizona, MA, BA Western New Mexico University. *Specialization:* Finance.

Puri, Trib
Associate Professor. PhD, MA University of Tennessee Knoxville, MTech Indian Institute of Technology, GB Pant University, India. *Specialization:* Accounting and finance.

Richard, J. Roland
(Chairperson, Department of Accounting and Finance) Professor. CPA, MBA Boston College, BS Bentley College. *Specializations:* Accounting, auditing.

Scott, Susanne G.
Assistant Professor. PhD, BBA University of Cincinnati. *Specialization:* Management.

Shaul, Dennis
Visiting Lecturer. LLB Harvard University, MA, BA Oxford University, AB University of Notre Dame. *Specializations:* Business law.

The Master of Business Administration at UMass Dartmouth

Charlton College of Business

Stork, Diana

Visiting Lecturer. PhD Columbia University, MBA Boston University, BA, MA Oberlin College. *Specializations:* Organizational behavior, social research methods.

Suchon, Kathleen

Associate Professor. PhD, MBA State University of New York Albany, BA University of California, Berkeley. *Specializations:* Strategic management, human resources management, ethics.

Tirtiroglu, Ercan

Associate Professor. PhD, MS Union College and University, MA Bosphorus University, BSc Middle East Technical University. *Specializations:* Management science, statistics, information theory, quality control, and marketing science.

Wang, Shuhong

Associate Professor. PhD McMaster University Ontario, MBA, BE Tsinghua University China, BS University of Kentucky. *Specializations:* Information systems, systems analysis and design, and artificial intelligence.

White, Steve

Visiting Lecturer. PhD, MBA Cleveland State University, MA, BS Bowling Green State University. *Specialization:* Advertising and sales management.

Witherell, Robert J.

Professor. EdD Boston University, MBA Suffolk University, BS, BA Southeastern Massachusetts University (UMass Dartmouth). *Specializations:* Management systems, computer technology.

The Master of Business Administration MBA program provides students with an advanced preparation in Management, enabling them to participate as educated professionals in society and the business environment and compete in a dynamic global economy. The MBA program has the following objectives:

- To enable graduates to understand, critically evaluate, and contribute to a wide range of business issues needed to effectively manage change in a globally interdependent, diverse world;
- To enhance student interpersonal communication and analysis/synthesis skills necessary to work effectively as managers and leaders;
- To develop knowledge and skills in accounting, finance, marketing, information systems and operations necessary to work effectively as managers and leaders in today's organizations;
- To help students recognize and evaluate the ethical implications of their actions and to act as socially responsible business professionals; and
- To encourage and reward students' willingness and ability to think and analyze issues in ways that cross traditional functional boundaries.

Our curriculum is designed to develop knowledge of the functions and techniques of management and, as well, blend an understanding of social, technological, economic, and political environments into the core of the program. It provides the student with both a strong foundation in the key disciplines of business and an integrative view of how these areas interact. A key objective of the program is to provide a rich opportunity to specialize in an area of particular interest to the student. This capability provides the foundation for successful mid- and senior-level management positions.

The Master of Business Administration program is designed for students with diverse undergraduate backgrounds. It is suitable for students with non-business undergraduate degrees as well as for those with undergraduate degrees in business. Those students with appropriate undergraduate preparation may waive courses focused on developing foundation knowledge, and thus shorten their course of study. About two-thirds of the current MBA students have undergraduate degrees in fields such as engineering, computer science, or liberal arts. Depending on background or experience, these students may waive portions

of their required foundation to permit both program success and timely progress through the program.

The program is designed with the flexibility needed for full-time or part-time students. Students may take as few as one or as many as five courses per semester. Depending on prior preparation and pace of study, the program may be completed in one to five years. Classes are offered in the evening Monday through Thursday. Part-time and full-time students attend the same classes, resulting in a stimulating mixture of part-time mid-career professionals from the region and full-time students drawn primarily from Massachusetts, Europe, and Asia.

All UMass Dartmouth Charlton College of Business programs are accredited by AACSB—The International Association for Management Education.

Admissions Requirements

Admission to the MBA program is available to qualified individuals who hold a bachelor's degree from an accredited institution of higher education. Applicants must submit the required application materials for the Graduate School with only two letters of recommendation and the GMAT or an equivalent test.

Applications are reviewed by the MBA Graduate Director, who considers the following criteria:

- Performance in previous college/ university study
- Results from the GMAT or an equivalent test
- Two letters of recommendation (preferably one from a faculty member and one from an employer)
- An essay of 200 -300 words describing the applicant's motivation and goals.
- Employment experience
- Results from the TOEFL, if required.

Financial Assistance

A limited number of graduate assistantships are available. They are awarded based on need and/or outstanding achievement to students or candidates who enroll in three or more courses per semester during the academic year. A full-time graduate assistantship includes waiver of tuition and an annual stipend.

Other assistance, such as loans or work study, may be available as well. Consult the chapter on "Expenses and Financial Assistance."

Degree Requirements (MBA degree)

MBA Foundation

Students must demonstrate that they possess competency in the areas of knowledge upon which advanced study is based. They demonstrate this by satisfactory completion, or waiver, of the MBA Foundation. They then become students for the degree, taking the core and elective courses.

The following foundation courses are generally offered in business undergraduate programs in two semesters. However, the Chariton College offers the following special one-semester courses for the MBA applicant who is deficient or feels a review might be in order before beginning the core MBA program:

MGT 500	Statistical Analysis	3
FIN 500	Economic Concepts for Mgrs.	3
ACT 500	Financial Accounting	3

Students are required to complete or receive permission to waive the following UMass Dartmouth undergraduate equivalent foundation courses:

BIS 315	Busn. Information Systems	3
MGT 333	Quantitative Business Analysis	3
MGT 311	Mgt. of Organizational Behavior	3
FIN 312	Financial Management	3
MKT 211	Principles of Marketing	3
MGT 346 or 347	Operations Management	3

Foundation courses may be waived upon:

- Completion, with at least a grade of "B" or the equivalent, of the corresponding upper-division undergraduate or graduate business course taken as part of an undergraduate baccalaureate degree program.
- Prior approval of the Director, where credit is awarded through the College-Level Examination Program (CLEP). The CLEP Bulletin of information and a registration form may be obtained from the College-Level Examination Program, Box 6600, Princeton, NJ 08541-6600 (phone 215 750-8420).

The Advanced Business Courses

Students must complete seven required advanced core courses and at least three elective courses. These courses build upon the foundation knowledge by presenting interdisciplinary, case-based material that develops the student's ability to manage or operate complex business operations.

The minimum credits for the MBA are 30, exclusive of foundation courses such as MGT 500, ECO 500, or ACT 500.

Once enrolled in the program, candidates are expected to take all courses at UMass Dartmouth. However, up to six credits may be transferred into this sequence, either at the time of admission or after enrolling in the MBA program, to satisfy elective course requirements. In extenuating circumstances, students may be allowed to transfer advanced core courses taken at an AACSB accredited college or university. If students wish to receive credit, they must apply to the MBA director for approval *before* taking a course at another institution; a course description and syllabus must accompany the request. A grade of "B" or better must be earned for credits to be transferable; candidates should request a transcript be sent directly from the college or university to the MBA office for formal approval.

Seven core courses constitute the heart of the program. Throughout the course sequence, there is a strong emphasis on cross-functional examples and student participatory activities that reflect the inter-disciplinary nature and complexity of actual business challenges.

A unique feature of the program is that it provides the student the opportunity to select at least three electives beyond the seven required courses. Elective courses in the MBA program are offered on a rotating basis. Students may also expand their knowledge of a particular discipline of interest by taking independent studies with one or more professors.

Course Requirements for Degree

Required Core Courses

BIS 650	Information Technology Management	3
ACT 650	Accounting for Decision Making	3
FIN 650	Finance for Decision Making	3
MGT 650	Organizational Behavior	3
MGT 651	Operations Analysis	3
MKT 650	Marketing Strategy	3
MGT 659	Strategic Management	3

Elective Courses

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The student must complete three of the following electives. The planned cycle is for six electives to be offered in the fall semester and repeated or replaced each fall, with a different set of electives offered for spring.

Our electives are organized into eight "concentration streams." Students may take any three electives they choose. However, to claim a concentration, they must complete that one complete sequence.

Accounting	ACT 670, 671, 672
Business Information	BIS 670, 671, 672
E Commerce	BIS 671, 672, MKT 670
Finance	FIN 670, 671, 672
International Business	FIN 672, MGT 675, MKT 672
Management	MGT 677, 671, 672
Marketing	MKT 670, 671, 672
Operations	MGT 675, 676, 678

Program Total **30**

MBA Policies, Academic Standing

Academic standing in the UMass Dartmouth MBA program is governed by the following policies:

1. Graduate core MBA courses at UMass Dartmouth are open only to matriculated MBA students. Foundation business courses may be undertaken before formal matriculation.
2. Students should complete all course work for the MBA degree within ten successive semesters after candidacy status in the MBA advanced core program.
3. Requests for a leave of absence from the university should be submitted in writing to the MBA Director before the start of any given semester. The deadline for a leave of absence request will concur with that of registration for the coming semester.
4. If a regular (not summer) semester passes with a break in registration, and the student has not secured written permission from the Director, he or she will be dropped from the program. The student may be reinstated upon application to the MBA Director when one semester is skipped. If two successive regular semesters pass with a break in registration, the student will be automatically dropped from the program and must reapply for admission through the Graduate Studies Office.
5. Students are required to maintain a cumulative average of "B" or better in all courses attempted at UMass Dartmouth. By general policy, only grades of "C" or higher will be accepted toward the MBA degree. When calculating interim cumulative averages, incomplete "I" grades which are older than one semester will be considered as "F."
6. No more than two grades below "B-" will be allowed. Grades ranging from "A" to "C" are passing grades. If a grade of "C-" or less is received, the course must be repeated and a higher grade must be obtained.

7. Candidates who satisfy all the course requirements but have not achieved the 3.0 average may be allowed to take a maximum of six additional credits to improve their average. Individuals who fall into this category must first appeal to the MBA Director for permission.
8. If at any time during the course of study a student's cumulative average falls below 3.0, the individual will be notified in writing and will be placed on academic probation. A student who fails to improve his/her cumulative average in the following semester may be dismissed from the program.
9. The recommendation to dismiss a MBA student is made by the MBA Director to the Dean of the College with a copy to the student. The individual may appeal to the Dean not to accept the recommendation, in writing, within thirty calendar days of receipt of the copy of the Director's recommendation. The individual will be permitted to continue in the MBA program while an appeal is in progress.
10. Students are required to notify the MBA Office of formal withdrawal from the program. This should be in addition to official notification to the Registrar's office.
11. Notify in writing both the Registrar's office and the MBA Office of change of address.

Contacts

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University of Massachusetts Dartmouth
285 Old Westport Road
North Dartmouth, MA 02747-2300

Master's in Business Administration/Juris Doctor Joint Degree Program

A joint program of the Charlton College of Business at UMass Dartmouth and the Southern New England School of Law

The University of Massachusetts Dartmouth and the Southern New England School of Law (SNESE) have created a joint degree program. By formal agreement, qualified individuals wishing to pursue graduate study in Business and Law may enroll in the SNESE JD program and the UMass Dartmouth MBA program simultaneously. Students in the joint program may use a number of courses to satisfy requirements in both programs at the same time. In a typical program, 6 or 7 JD credits serve as MBA electives, and 6 MBA credits serve as JD electives, thus shortening the combined length of the two programs by 12 or 13 credits.

This catalogue presents only a summary of the program's main features. Those interested are invited to contact the individuals identified at the end of this section for complete information.

Applicants should meet separately the entrance requirements set by each institution. Admission to one program does not guarantee that the applicant will be admitted to the other. Applications are welcome from students with baccalaureate degrees in any field. Generally, each applicant must receive an eligible score on the Graduate Management Admissions Test (GMAT) and the Law School Admissions Test (LSAT) and meet grade average and other requirements.

The joint JD/MBA allows students to integrate advanced management study and a law school education in a structure that is compatible with part-time as well as full-time study. Classes are held during the evening hours, on weekends, and during the day. Full-time students may enroll simultaneously in courses of the two institutions. Part-time students typically register for an entire semester at one or the other institution.

Participants are expected to comply with the usual student rules and regulations at each institution. The fact that a student withdraws from or otherwise leaves one institution will not automatically affect enrollment at the other institution, but will terminate his or her participation in the joint program. The participation of a student in the joint program will be noted on both institutions' transcripts. Cooperative JD/MBA students will enjoy library and computer laboratory privileges at both institutions throughout their residence at either institution.

The tuition charged each student shall be the regular rates charged separately, pursuant to the tuition policies of each institution then in effect. Financial aid policies and procedures, and some aspects of fee charges, are governed by a process for determining a "home institution" for each student in each period of study. Details are available from the program representatives.

Southeastern New England School of Law is an independent, non-profit educational institution accredited by the New England Association of Schools and Colleges and approved by the Commonwealth of Massachusetts to award the Juris Doctor degree. This means that law school graduates can sit for the Massachusetts bar examination, as well as bar exams in several other states.

Contacts for the JD/MBA Joint Program

For the MBA: Graduate Studies Office, Foster Administration, room 121, University of Massachusetts Dartmouth, 285 Old Westport Rd., North Dartmouth, Massachusetts 02747-2300; telephone 508 999-8604. To speak with an academic advisor, telephone Nancy Flinn at 508 999-8543 or Professor Dennis Shaul at 508-999-8443.

For the JD: Admissions Office, Southern New England School of Law, 333 Faunce Corner Rd., North Dartmouth, 02747-1252; telephone 508 998-9400; 1 800 213-0060; and visit www.snesl.edu

MBA Courses

Foundation Courses

MGT 500 three credits Statistical Analysis

A case study approach involving the following statistical concepts: descriptive statistics, probability, sampling, probability distribution, statistical estimation, chi-square testing, analysis of variance and simple regression-correlation analysis. (Formerly offered as GBA 600.)

FIN 500 three credits

Economic Concepts for Managers

Examines the most applicable principles of micro and macro-economics for the application of economic theory for the manager. Topics include optimization techniques applied to consumer choice firm behavior, pricing, and the study of the market structure. Both ethical and international issues are addressed. (Formerly offered as GBA 604.)

ACT 500 three credits

Managerial Accounting

Stresses both the significance of accounting information and the necessity for its smooth flow through the organization so managers can efficiently make plans and control resources. Topics include: interpretation, use, and analysis of accounting data for internal reporting, planning, and controlling of business activities and managerial decision-making. The course includes the impact of accounting on people in both service and manufacturing operations. (Formerly offered as GBA 603.)

Required MBA Core Courses

ACT 650 three credits

Accounting for Decision Making

Interpretation of corporate financial reporting by external users of financial statements. Students examine the form and content of financial statements and the methods used to account for assets, liabilities, capital, cash flows, and other information reported in conformity with accounting principles. While pure financial accounting focuses on the external interpretation of corporate financial reporting, this course includes internal reporting for managerial decision-making. Management planning and control techniques, basic cost analysis, capital budgeting, and activity-based management are encompassed in the course.

BIS 650 three credits

Information Technology Management

Introduction to the information technology used in modern organizations. The course is

designed to provide a technical understanding of information technology, practical experience and management perspectives on its utilization in organizations.

FIN 650 three credits

Finance for Decision Making

Exposure to financial principles by discussions of the functions of financial management. Various tools available to assist financial managers in making decisions are discussed and applied to case analyses. Specific topics include working capital management, capital budgeting applications, capital structure management, and financial analysis and planning.

MGT 650 three credits

Management of Organizational Behavior

Understanding individual and group behavior and their application to problems faced by managers. Extensive use is made of experiential learning and student centered discussion in addressing the topics of leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change.

MGT 651 three credits

Operations Analysis

Techniques for the analysis and improvement of the value-adding activities of an organization. Such activities are called by a number of names: processes, operations, production, or just plain "work." Value is added only when the output from a process meets the needs of customers, both internal and external. The course focuses on the efficient and effective management, in both manufacturing and service environments, of processes (a set of tasks or activities that contribute to delivering products and services in order to meet customers' needs, whereby inputs are transformed into outputs thereby adding value).

MKT 650 three credits

Marketing Strategy

Strategy formulation for determining what marketing strategy can realistically accomplish, identifying internal and external factors that must be considered in developing longer term strategies, setting realistic marketing and financial objectives, and organizing for successful implementation of strategies. Students undertake assignments that allow them to examine both successful and unsuccessful strategies.

MGT 659 three credits

Strategic Management

Pre- or Co-requisites: Completion of all core courses (650 series)

Capstone course for the MBA. The course examines competitive factors impacting firms and the design of a competitive global strategy. Primary emphasis is on managerial skill development focused on enhancing effective organizational operations in today's globally competitive environment. The course analyzes components of a strategic plan: formulating, implementing, and controlling its execution, and evaluating its success in a global context.

Elective Courses

ACT 670 three credits

Financial Statements Analysis

Techniques for the analysis of financial statement, for decision-making purposes by investment analysts, lenders, creditors, professional accountants and other business managers.

ACT 671 three credits

Management Control and Business Improvement

The management control system for implementing strategy and gaining competitive advantage. The firm strives to control effectiveness and efficiency by making improvements to organizational structure and business processes. This course examines the means for achieving control while exploring improvement alternatives, such as restructuring, re-engineering, downsizing, and outsourcing. The course focuses on the methods used by management to guide employee actions, gain their commitment, and monitor outcomes.

ACT 672 three credits

Taxes and Business Decisions

A study of management decisions in the context of current federal income tax laws. Students will study and research the tax effects of alternative business decisions and actions. The course is appropriate for all graduate business students as a first course in taxation. It is based on tax concepts rather than detailed tax rules, students will be able to recognize tax traps and potential tax savings after taking this course.

BIS 670 three credits

Managing Information

Managing information by understanding, designing, and controlling the information processing activities of an organization. The

course explores how firms gather, represent, process, and distribute information and knowledge to employees and customers. A sample of the topics covered in the course includes: gathering information, or business intelligence; storing information, or information architectures; information/data modeling; processing information, or process modeling; knowledge management; data mining; and distributing information, or e-commerce brokerage and disintermediation.

BIS 671 three credits

Managing Systems

Managing in an information-intensive environment through skills and knowledge of business and systems change. This course teaches strategies for aligning a firm's information systems with rapidly changing business environments, taking the perspective of both organizational and technical issues. In addition, this course has a major emphasis on IT leadership and the skills necessary to be a successful leader in information-intensive environments. Case studies, field research, guest speakers, lectures, and discussions are used to explore topics such as reengineering, systems development and implementation, legacy and enterprise information systems, project management, SAP, and other integrated systems. Students undertake projects with local companies that explore the class topics in actual business settings.

BIS 672 three credits

Digital Economy & Commerce

Electronic commerce is in its infancy and changing rapidly as new technologies emerge. This course provides a detailed review of the production, marketing, and distribution of digital information products and applies microeconomic analyses to examine some of the radically new business models emerging from web-based businesses.

FIN 670 three credits

Investment Analysis

In-depth examination of fixed income and equity securities and an introduction to recent innovations in the field. Emphasis is given to the place of derivatives in the portfolio, the active management of risk, and the management of retirement assets and pension funds.

FIN 671 three credits

Personal Financial Planning

Introduction to the financial planning process of setting goals, developing action plans, creating budgets, and measuring results. The student will become familiar with the techniques of financial analyses necessary to make choices when considering housing, insurance,

retirement plans, borrowing and other issues.

FIN 672 three credits

International Financial Management

Forces that affect the relative value of currencies in international markets, covering the major problems encountered by the firm in financing international operations.

MGT 670 three credits

Regulatory and Administrative Law

The impact of regulations on business. This course concerns the impact on business of the increasingly large role played by governmental regulation in American life. The course takes a close look at due process and the economics of regulations. Cross-benefit analysis is employed to establish whether governmental regulation is justified.

MGT 671 three credits

Management of Organizational Change

Knowledge, understanding, and skills to actively contribute, whether as a manager, leader, or change agent, to essential renewal and transformation processes within organizations. Change leadership is a core competency in successful twenty-first century organizations. The course examines how change occurs in large-scale organizations, the role of leadership in the change process, the use of vision, symbols, and metaphor to stimulate change, and the use of change forums to help employees maintain momentum during the process. Further, the course examines the organizational development perspective on planned change, how to design, implement, and institutionalize planned change in the human or technical systems of an organization, and roles in the change process. The course will benefit managers who recognize the need for change in their organization and who want to develop change leadership skills.

MGT 672 three credits

Designing Team-Based Organizations

A step-by-step program for redesigning an organization so that teams, rather than individuals, are the primary performance units. The course examines the documented benefits that teams provide, discusses the conditions under which teams are appropriate, provides key design principles, considers how other systems (cultural and technical) must change to accommodate teams, considers how to prepare employees and managers for the change and implementation strategies.

MGT 675 three credits

International Supply Chain Management

Management of the flow of materials into, through, and out of operations, in an

international context. The course investigates how to manage such complexities as long distances, currency fluctuations, variable infrastructures, diverse cultures, political instability, and dissimilar legal systems. The value-adding activities of procurement, manufacturing/operations, and logistics/distribution are conceptualized as one integrated supply chain. By understanding various facets of the supply chain, this course will provide sufficient insight to analyze the challenges of configuration and coordination in a global environment.

MGT 676 three credits

Business Process Design

Business processes through which "value-adding activities" to customers are accomplished, such as order fulfillment, product development, and customer service. The course provides fundamental ideas underlying total quality management, time-based competition, and business process reengineering. Specific topics include capacity management, integrated work, the impact of variability on process performance, tools for business process design, lean and agile management systems, dynamic flow management, time compression, performance measurement systems, and inter-firm coordination.

MGT 677 three credits

Leading, Motivating, and Empowering Others

Fundamentals of collaborative work as they occur in traditional, hierarchical, and empowered workplaces. More than ever before, contemporary workspaces require joint effort whether between multiple individuals, groups, organizations, or nations. The course reviews selected theories of leadership, motivation, empowerment, communication, and learning. Further, the course explores their application to today's workplace, and considers differences in these actions upward, downward, and laterally. The course provides a highly interactive setting in which participants can assess and develop interpersonal skills necessary to influence others.

MKT 670 three credits

Interactive Marketing

Impact of interactive communication technologies on the world of marketing and marketing communications, today and projected for the future. The course emphasizes developing practical strategies for the new interactive media and putting those strategies to work in profitable marketing programs. Internet strategies will be emphasized in terms of both the collection and dissemination of information. Students will design and implement an

interactive marketing project for a company of interest.

MKT 671 three credits

Marketing Research

Successful marketing by collecting, analyzing, and interpreting information. This course offers an understanding of the different marketing information needs of the organization. The conception, planning, and performance of marketing research projects are discussed as an objective basis for marketing strategies. Topics include definition of research objectives, data sources, research design, interpretation of data, and evaluation of research proposals and results. The course focuses on applying marketing research concepts to solving real-world problems through written and video cases, applied research exercises, and experiential research development projects.

MKT 672 three credits

International Business and Multinational Enterprises

Skills needed to operate or work in international businesses. The course will familiarize students with recent developments in the international marketplace, acquaint them with how international business is conducted in a changing world economy, and examine the differing cultural, economic, financial, legal, political, and social environments found in the international marketplace. Topics addressed include the nature and scope of international business, the framework for international transactions, the nation-state and international business, assessing national environments, and managing the multinational enterprise.

ACT 690, BIS 690, FIN 690, MGT 690, MKT 690 three credits

Special Topics

An opportunity for the faculty to propose a course and teach it as an elective to students who express interest in a particular subject. Topics will vary and be announced before registration is completed in the previous semester; may be repeated with change of content.

ACT 695, BIS 695, FIN 695, MGT 695, MKT 695 variable credits

Independent Study

Prerequisites: Graduate standing; permission of instructor, graduate director, and college dean
An opportunity for the student to propose a course and study with a particular professor who agrees to participate in it as an elective for the student. This course series is a particularly useful way to engage a student in a thesis. Topics will vary and be announced before

registration is completed in the previous semester. Students can earn three to six credits.

ACT 696, BIS 696, FIN 696, MGT 696, MKT 696 three credits

Directed Study

Prerequisites: Graduate standing; permission of instructor, graduate director, and college dean
Study under the supervision of a faculty member in an area covered in a regular course not currently being offered. Terms and hours to be arranged.

Former Foundation Courses

GBA 601 three credits

Management Information Systems

Introduction to the managerial issues surrounding computer based information systems including the roles these systems play in decision-making throughout the organization. Through a series of "hands-on" exercises, students will experience the problem solving process via programming packages and interactive software. (UMass Dartmouth undergraduate equivalent BIS 315.)

GBA 602 three credits

Quantitative Analysis

Prerequisite: GBA 600 or equivalent
Introduction to a wide range of quantitative decision making techniques and the processes of computer aided quantitative analysis. Topics include decision theory, linear programming, network analysis, distribution models, queuing theory, inventory control, and simulation. (UMass Dartmouth undergraduate equivalent MGT 333.)

GBA 605 three credits

Organizational Behavior

Examines the organization by drawing on classical and contemporary theory and research. Relevant topics include studies of individual behavior, group behavior, and behavior in organizations. Emphasis will be placed on analysis and discussions about leadership, motivation, goal setting, communication, conflict resolution, decision making, and the role of the manager as an ethical agent. (UMass Dartmouth undergraduate equivalent MGT 311.)

GBA 607 three credits

Financial Concepts

Principles of financial administration, with applications to problems of financial analysis, control, and planning by firms in a dynamic environment. Topics include policies involving the treatment of working capital, the time

value of money, capital budgeting, and debt and equity financing. (UMass Dartmouth undergraduate equivalent FIN 312.)

GBA 608 three credits

Marketing Concepts

Strategic decisions necessary to match organizational resources with market opportunity. Students will learn to analyze market opportunities, to develop marketing plans, and to manage implementation and control of marketing plans. Topics include the estimation of demand, distribution channels, advertising, product pricing, and sales force management. Ethical as well as international considerations are covered. (UMass Dartmouth undergraduate equivalent MKT 211.)

GBA 609 three credits

Operations Management

Facets of management ranging from the ordering of materials to the delivery of finished goods and services. Qualitative and quantitative techniques are equally emphasized. Students will apply these to their own organizations. Besides offering administrative problem solving skills, the course will focus on the strategic importance of this field in helping to resolve issues surrounding competitiveness in today's global marketplace. (UMass Dartmouth undergraduate equivalent MGT 346 or 347.)