
Master of Business Administration — MBA degree

Faculty and Fields of Interest

Anderson, Michael H Associate Professor of Finance (1998), BA 1981 Michigan State University, MBA 1985 Michigan State University, PhD 1990 Indiana University. *Specialization:* Corporate finance, financial institutions.

Ariguzo, Godwin C Lecturer in Marketing (2002), BBA 1982, MBA 1984 Marshall University, EdD 2000 University of Massachusetts Boston. *Specialization:* Marketing.

Bacdayan, Paul Associate Professor of Management (1997), BA 1982 Yale University, MBA 1989 Dartmouth College, PhD 1997 University of Michigan. *Specialization:* Management and human resources.

Barnes, Nora Ganim Chancellor Professor of Marketing (1984), BA 1972 Rhode Island College, MA 1973 University of Rhode Island, PhD 1979 University of Connecticut. *Specializations:* Marketing research, consumer behavior.

Braha, Daniel Associate Professor of Management (2004), BS 1988, MS 1992, PhD 1996 Tel-Aviv University. *Specialization:* Operations research.

Chopoorian, John A Chancellor Professor of Marketing (1977), BS 1954 Brown University, PhD 1960 Florida State University. *Specializations:* International marketing, distribution and sales management.

Curran-Kelly, Catherine Assistant Professor of Marketing (2004), BA 1982 Pennsylvania State University, MBA 1996, PhD 2000 New Mexico State University. *Specializations:* Promotional strategy, advertising.

Einstein, Walter O Professor of Management (1985), BA 1955 Fresno State College, MS 1975 University of Southern California, PhD 1981 Syracuse University. *Specializations:* Organizational behavior, strategic management.

Forker, Laura Professor of Management (1997), AB 1981 Cornell University, MA 1987 Indiana University, PhD 1993 Arizona State University. *Specialization:* Management and human resources.

Golen, Richard F Professor of Management (1984), BS 1974 Southeastern Massachusetts University (UMass Dartmouth), MBA 1976 Suffolk University, JD 1983 Suffolk Law School. *Specializations:* Business law, computer law, human resources law.

Griffin, Michael Lecturer in Accounting (1987), BS 1980 Providence College, MBA 1982 Bryant College. *Specializations:* Finance, investments.

Gunasekaran, Angappa A Professor of Management (1998), BE 1980, ME 1982 University of Madras, PhD Indian Institute of Technology. *Specialization:* Management.

Hostak, Peter Instructor in Accounting (2005), BsBA 1995, MBA 2001 City University, Slovakia, PhD 2005 Northwestern University. *Specialization:* Accounting.

Jackson, Raymond Professor of Finance (1973), SB 1958 Massachusetts Institute of Technology, MBA 1960 University of Chicago, PhD 1967 Boston University. *Specializations:* Finance, financial planning.

Jelovac, Deana Assistant Professor of Marketing (2005), BBA 1996 Schiller International University, Madrid and London, MBA 1998, MBA 1999 Schiller International University, London. *Specialization:* Consumer behavior.

Jones, Frederick L Professor of Accounting (1982), BS 1968, MBA 1978 University of Maryland, DBA 1991 Boston University, CPA State of Maryland. *Specializations:* Accounting, information systems.

Karakaya, Fahri Professor of Marketing (1987), BS 1976 North Adams State College, MBA 1979 University of Massachusetts Amherst, PhD 1987 Clemson University. *Specializations:* Consumer behavior, marketing research, marketing management.

Khalil, Omar E M Professor of Management Information Systems (1990), BCom 1971 Alexandria University, MBA 1981, PhD 1986 North Texas State University. *Specializations:* Information systems, data management, information resources management.

Kobu, Bulent Professor of Management (1987), MSME 1961 Technical University of Istanbul, MSIE 1964 Purdue University, PhD 1971 Istanbul University. *Specializations:* Operations management, quantitative analysis, quality and productivity management.

Kowalski, Kellyann B Associate Professor of Management (1998), BS 1987 Southeastern Massachusetts University (UMass Dartmouth), MBA 1990 Northeastern University, PhD 1997 University of Rhode Island. *Specialization:* Management.

LaFond, Jeanne H Assistant Professor of Accounting (1992), BS 1978, MS 1985 Bryant College, CPA State of Rhode Island, JD 1999 Suffolk University Law School. *Specialization:* Accounting and finance.

Logan, Lawrence B Associate Professor of Accounting (1993), BSBA 1970 Roosevelt University, MBA 1973 University of Chicago, PhD 1983 University of Wisconsin Madison. *Specializations:* Management, financial accounting.

Mallach, Efrem Associate Professor of Management Information Systems (2003), MBA Boston University, PhD 1969 Massachusetts Institute of Technology. *Specializations:* Expert systems, decision support systems, data warehousing.

Ordoobadi, Sharon Assistant Professor of Management (2000), BS 1976 Shiraz University, MS 1978, PhD 1981 Purdue University. *Specialization:* Management.

Papenhausen, Chris Assistant Professor of Management (2003), MBA 1990 Northeastern University, PhD 2003 University of Minnesota. *Specializations:* Managerial and decision organization, equity analysis.

Peacock, Eileen (Dean, Charlton College of Business) Professor of Accounting (2004), Master of Accountancy 1984 University of Oklahoma, CPA 1985, CMA 1995, PhD 1975 University of Birmingham, England. *Specializations:* Cost accounting, managerial accounting.

Prentice, Deborah Assistant Professor of Accounting (2001), MBA 1992 Indiana University Northwest, PhD 1999 University of Alabama. *Specialization:* Accounting.

Puri, Trib Professor of Finance (1998), BTech 1972 GB Pant University, India, MTech 1974 Indian Institute of Technology, India, MA 1985, PhD 1985 University of Tennessee, Knoxville. *Specialization:* Finance.

Roy, Matthew H (Associate Dean, Charlton College of Business) Associate Professor of Management (2001), BS 1986 New England School of Liberal Arts, MBA 1988 Bryant College, PhD 1995 University of Rhode Island. *Specializations:* Organizational behavior, leadership, team development.

Scott, Susanne G Associate Professor of Management (1998), BBA 1988, PhD 1993 University of Cincinnati. *Specialization:* Management.

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Shangguan, Zhaoyun Assistant Professor of Accounting (2004), BS 1994 Renmin University of China, MS 2000 Virginia Polytechnic Institute and State University. *Specializations:* Managerial accounting, financial reporting, capital markets.

Shea, Timothy Associate Professor of Management Information Systems (2000), BS 1976 Boston College, MB 1983 Indiana University, DBA 1994 Boston University. *Specializations:* Marketing, management information systems.

Shi, Zhengzhong Assistant Professor of Management Information Systems (2005), BS 1989, MS 1994 Zhejiang University, China, PhD 2001 University of Toledo. *Specializations:* Information systems, networking.

Sibdari, Sohail Assistant Professor of Management (2005), BS 1997 National University of Iran, MS 2001, PhD 2005 Virginia Technological Institute. *Specializations:* Stochastic modeling, dynamic pricing, game theory, logistics.

Suchon, Kathleen Professor of Management (1994), BA University of California/Berkeley, MBA 1981, PhD 1989 State University of New York at Albany. *Specializations:* Strategic management, human resources management, ethics.

Sulkowski, Adam Assistant Professor of Management (2005), BA 1996 College of William and Mary, MBA 2000, JD 2000 Boston College. *Specialization:* Business law.

Sullivan, Susan Lecturer in Accounting (2002), BA 1965 University of Rhode Island, MBA 1985 Bryant College. *Specializations:* Accounting, assessment.

Thrasher, Evelyn Assistant Professor of Management Information Systems (2005), BS 1989 East Tennessee State University, MBA 2003, PhD 2005 Auburn University. *Specializations:* Information technology in education, information technology in health care.

Tirtiroglu, Ercan Associate Professor of Management (1989), BSc 1975 Middle East Technical University, MA 1976 Bosphorus University, MS 1980, PhD 1989 Union College and University. *Specializations:* Management science, statistics, information theory, quality control, and marketing science.

Vasudevan, Gopala Associate Professor of Finance (2004), BS 1982 University of Kerala, MS 1988 Louisiana State University, PhD 1994

New York University. *Specializations:* Corporate finance, mergers, executive compensation, capital markets.

Wang, Shuhong Professor of Management Information Systems (1998), BE 1970, MBA 1981 Tsinghua University, Beijing, China, PhD 1990 McMaster University, Ontario. *Specializations:* Information systems, systems analysis and design, and artificial intelligence.

White, D Steven Associate Professor of Marketing (1999), BS 1985, MA 1987 Bowling Green State University, MBA 1991, DBA 1996 Cleveland State University. *Specializations:* International marketing and international business.

Wu, Jia Instructor in Accounting (2005), BA 1998 Fudan University, China, MA 2000, Washington University St. Louis, PhD 2005 Rutgers University. *Specialization:* Accounting.

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 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 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

Note: Changes to the MBA are under consideration during 2005-2006. Those concerned should check the website for new requirements that may come into effect for the 2006-2007 academic year.

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 from world wide.

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

Admission 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 two letters of recommendation, the GMAT or an equivalent test, and a resume. UMass Dartmouth Charlton College of Business graduates with a GPA of 3.25 or higher are exempt from the GMAT requirement.

Applications are reviewed by the MBA Program Coordinator, 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/resume
- Results from the TOEFL, if required.

Financial Assistance

A limited number of graduate assistantships are available. They can be awarded based on outstanding achievement to students who enroll in three or more courses per semester during the academic year. A full-time graduate assistantship includes waiver of tuition, a partial waiver of fees, and an annual stipend. Part-time assistantships are also awarded.

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

Three Modes of Delivery

UMass Dartmouth offers three delivery formats for the MBA and the Management Certificate, each designed to serve the needs of a specific kind of student. New students are asked to choose the one delivery mode that best fits their circumstances and intentions.

Full-time MBA and Certificate Programs

The Charlton College offers students a good range of course selections so they may complete their certificates or their degrees on a full-time basis. Full-time students are so identified in the student information system, and they indicate their intention of being full-time students when they apply for admission. International students studying here on temporary student visas are full-time MBA students (the certificate is not available to them).

Full-time students may receive teaching, research, or general graduate assistantships. They pay tuition and fees at state rates. If a full-time student decides, for personal convenience or interest, to take a campus course offered by the Division of Professional and Continuing Education, s/he will pay for that course at the state rate.

Part-time Fall River-Campus MBA and Certificate Programs

The Charlton College and the Division of Professional and Continuing Education partner in offering the MBA in a format for part-time students who are currently employed in a professional, managerial, or other business capacity. Students attend classes at the Center for Professional and Continuing Education in downtown Fall River. They take the same courses together in cohorts, providing opportunities for interactions as they progress steadily towards completing their certificates or their degrees. Offerings are sequenced and timed to fit the busy schedules of those who work. Students specifically apply for entrance to this special program.

Part-time Fall River MBA and certificate students are so identified in the student information system. They pay tuition and fees at special continuing education rates. They are not eligible for assistantships and may not study full-time. In exceptional circumstances on an individual basis a Fall River MBA or certificate student may be offered access to a campus course at the continuing education rate.

Part-time MBA and Certificate Main-Campus Programs

The Charlton College and the Division of Professional and Continuing Education also offer MBA courses on the main campus appropriate for part-time students who are progressing at their own rates towards their academic goals.

Part-time main-campus MBA and certificate students are so identified in the student information system. They pay tuition and fees at special continuing education rates. They are not eligible for assistantships and may not study full-time. If a part-time student decides, for personal convenience or interest, to take a regular campus course, s/he will pay for that course at the state rate.

Note for both types of part-time student: Part-time students in either program who decide to become full-time students will then pay the rates that full-time students pay and may also receive benefits like a fuller course selection and access to graduate assistantships.

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.

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

Graduate Foundation courses

ACT 500	Financial Accounting	3
FIN 500	Economic Concepts for Mgrs.	3
MGT 500	Statistical Analysis	3
MTK 500	Marketing Concepts	3
FIN 501	Financial Concepts	3
MGT 501	Operations Management	3

Undergraduate foundation equivalent:

ACT 211, 212	Principles of Accounting	6
ECO 231, 232	Micro, Macro Economics	6
MGT 212	Business Statistics	3
MKT 211	Principles of Marketing	3
FIN 312	Business Finance	3
MGT 345	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 within the past ten years.
- 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.

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 interdisciplinary 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.

Course Requirements for Degree

Required Core Courses

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

Elective Courses

The student must complete three electives. The planned cycle is for 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 "concentration streams." However, students may take any three electives they choose.

Program Total **30**

Academic Policies for MBA Program

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.

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.

12
Prospective MBA Students can take up to 2 (two) core courses or six credits before matriculation.

13
Students may transfer a maximum of 6 semester hours of credits from AACSB accredited institutions to the MBA program with the approval of the MBA Director, provided the courses have a B or better grade. Exceptions may be made upon a petition to, and approval of, the Graduate Policy Committee and in the case of formal exchange agreements.

Contacts

Dr Matthew Roy
Associate Dean
Charlton College of Business
508 999-8409
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Ms Nancy Ludwin
MBA Coordinator
Charlton College of Business
508 999-8543
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University of Massachusetts Dartmouth
285 Old Westport Road
North Dartmouth, MA 02747-2300

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

The University of Massachusetts Dartmouth and the Southern New England School of Law (SNE SL) have created a joint degree program. By formal agreement, qualified individuals wishing to pursue graduate study in Business and Law may enroll in the SNE SL 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, thus shortening the combined length of the two programs by 12 or 13 credits.

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. Those interested are invited to contact the individuals identified at the end of this section for complete information.

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, and they can complete both degrees in approximately three years. Part-time students typically register for an entire semester at one or the other institution, and they can complete both degrees in five years.

Contacts for the JD/MBA Joint Program

For the MBA: Graduate Studies Office, Foster Administration, room 121, University of Massachusetts Dartmouth, 285 Old Westport Road, North Dartmouth, Massachusetts 02747-2300; telephone 508 999-8604.

To speak with an academic advisor, telephone Nancy Ludwin at 508 999-8543 or Matthew Roy at 508-999-8409; and visit www.umassd.edu

For the JD: Admissions Office, Southern New England School of Law, 333 Faunce Corner Road, North Dartmouth, 02747-1252; telephone 508 998-9400; 1 800 213-0060; and visit www.snesl.edu. To speak to an academic advisor, please call Nancy Hebert at 508 998-9600 ext. 113.

Post-Baccalaureate Graduate Certificate Programs in Business

Post-Baccalaureate Certificate in Management

The Post-Baccalaureate Management Certificate (PBMC) Program offers students who already hold a non-business bachelor's degree the opportunity to meet the demands of new careers in management or satisfy their personal goal.

Entrance to the Program

Applicants apply for acceptance to the PBMC Program through the Graduate Studies Office. Applicants follow the procedures for acceptance into the MBA, but in a curtailed form. They submit a shortened application form and supply an essay and official transcripts of their college and other graduate degrees. However, they are not required to submit GMAT scores or recommendation letters.

The program is compatible with our MBA foundation requirements, enabling certificate recipients to transition into the MBA program. Certificate recipients who wish to apply for admission to the MBA program must follow the application requirements and process described in the *Graduate Catalogue*. GMAT scores may be waived for students who complete the certificate program with a GPA of 3.5 or higher with no "C" grades. When admitted to the MBA program, graduate courses successfully completed as part of the certificate program within the last five years shall be counted toward the MBA degree with the approval of the MBA director.

Program Requirements

Students complete the following four courses:

ACT 500 Financial Accounting
FIN 500 Economic Concepts for Managers
MGT 500 Statistical Analysis
MGT 650 Organizational Behavior

Total 12 credits

If a student has demonstrable experience in any of the above subject areas, substitute foundation courses can be taken upon consultation with and approval of the program advisor. A maximum of one undergraduate course may be applied towards this certificate, restricted to MGT 345, FIN 312, and 400-level courses.

Post-Baccalaureate Certificate in Accounting

This is a one-year (30-credit) certificate program designed for those already holding a baccalaureate to continue their education and achieve their career goals with a solid foundation in accounting. The program accepts students with baccalaureate degrees in any field. There are two certificate tracks depending on the undergraduate major.

For those with degrees in a non-business major, the program will provide an intensive introduction to the accounting discipline. It is appropriate for individuals with current or expected future responsibilities in a managerial position to acquire the accounting skills essential for career advancement. Those employed in the engineering, legal, or medical professions with career goals towards management may find an accounting certificate particularly helpful.

For those holding a baccalaureate degree in a business major, there is an opportunity to acquire the credentials for a career in accounting by taking advanced courses in addition to obtaining a solid foundation in the discipline. Completion of this track in the certificate program qualifies a graduate to sit for the Certified Public Accountant (CPA) exam in the State of Massachusetts as well as in many other states that have recently instituted the 150 hour credit requirement. The 30 credits earned in the certificate program can be used in conjunction with the 120 credits awarded in the standard undergraduate degree program to satisfy the requirements. The curriculum covered in the program is also excellent preparation for taking the examination of the designation as a Certified Management Accountant (CMA).

Entrance to the Program

Applicants apply for acceptance to the PBCA Program through the Graduate Studies Office. Applicants follow the procedures for acceptance into the MBA, but in a curtailed form. They fill out the same application form as do MBA applicants and supply an essay and official transcripts of their college and other graduate degrees. However, they are not required to submit GMAT scores or recommendation letters.

Certificate recipients who wish to apply for admission to the MBA program must follow the application requirements and process described in the *Graduate Catalogue*. GMAT

scores may be waived for students who complete the certificate program with a GPA of 3.5 or higher with no "C" grades.

Program Requirements

Non-Business Baccalaureate

ACT 211 Principles of Accounting I
ACT 212 Principles of Accounting II
ACT 311 Intermediate Accounting I
ACT 312 Intermediate Accounting II
ACT 351 Cost Accounting
ACT 401 Auditing
ACT 411 Taxation
ACT 454 Financial Statement Analysis
MGT 212 Statistics
FIN 312 Financial Management

Total 30 credits

Business Major Baccalaureate

ACT 311 Intermediate Accounting I
ACT 312 Intermediate Accounting II
ACT 351 Cost Accounting
ACT 355 Accounting Information Systems
ACT 401 Auditing
ACT 411 Taxation
ACT 412 Advanced Taxation
ACT 421 Advanced Financial Accounting
ACT 431 Advanced Managerial Accounting
ACT 454 Financial Statement Analysis

Total 30 credits

Other Courses Where Necessary

ECO 212 Principals of Economics - Micro
MGT 212 Statistics

In both the non-business and business baccalaureate certificate program, all course prerequisites must be completed to register for courses in the program.

MBA Courses

Foundation Courses

ACT 500 three credits

Financial Accounting

Stresses the principles and practices of external financial reporting, with particular emphasis on balance sheet evaluations and their relationship to income determination. The course reviews basic accounting concepts and the essentials of the accounting process and covers the application of present value techniques to accounting valuations. The course covers the measurement and disclosure problems associated with cash, receivables, inventories, fixed assets, and intangibles in depth and also examines alternative accounting procedures and their impact on financial statements.

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.

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.

MKT 500 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.)

FIN 501 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.)

MGT 501 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 345)

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.

MIS 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

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 Corequisites: 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

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managers.

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.

MIS 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.

MIS 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.

MIS 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 workscapes 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

E-Commerce

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, FIN 690, MGT 690, MIS 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, FIN 695, MGT 695, MIS 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, FIN 696, MGT 696, MIS 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.

