



# School of Management

University at Buffalo *The State University of New York*

2015-2016

## MBA and MS HANDBOOK



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## CALENDARS FOR 2015-16

University calendars are official for all School of Management full-time students. PMBA, EMBA and overseas program participants should check directly with your department advisors as schedules may vary.

The Office of the Registrar maintains [Official Academic and Student Calendars](#) that provide a month-by-month listing of critical academic and financial dates. Students should refer to the Academic Calendar for all dates relevant to semester start/end dates and holidays. Student calendars provide a month-by-month schedule of all academic and financial critical dates. Both calendars should be followed carefully for critical information. ***Official University dates are binding.***

The School of Management maintains an [event calendar](#) that lists numerous school events for multiple audiences and normally provides an option to make a reservation for a given event.

The university also maintains a [general university events calendar](#) that may be of interest and includes a number of opportunities not listed on the School of Management calendar.

### **STATE UNIVERSITY POLICY REGARDING STUDENT OBSERVANCE OF RELIGIOUS HOLY DAYS**

“On those religious holy days when members of a faith typically observe the expectation of church or synagogue that they be absent from school or work, campuses will avoid the scheduling of such events as registration, the first day of classes, or student convocations, and individual students will be excused from class without penalty if expressly requested.” (From SUNY Policy Manual, 1975, Section No. 091.3.)

UNIVERSITY AT BUFFALO PROCEDURE ADDS: “If such a requested absence results in a student's inability to fulfill an academic requirement of the course on that particular day, then instructors should provide an opportunity for the student to make up the requirement without penalty.”

Click on the department links below for a full listing of staff.

**[Full-time MBA/MS Programs](#)**

203 Alfiero Center  
Phone: 716-645-3204

**[Career Resource Center](#)**

308 Alfiero Center  
Phone: 716-645-3232

**[Executive Ed, EMBA, PMBA](#)**

108 Jacobs Management Center  
Phone: 716-645-3200

## UNIVERSITY OFFICES

**Student Response Center**

**<http://sarfs.buffalo.edu/src.php>**

232 Capen Hall  
All academic and financial services:

**Student Accounts**

**<http://studentaccounts.buffalo.edu/>**

Phone: 716-645-1800

**Financial Aid**

**<http://financialaid.buffalo.edu/>**

Phone: 716-645-8232

**Registrar**

**<http://registrar.buffalo.edu/registration/>**

Phone: 716-645-5698

**CIT Help Desk**

**<http://www.buffalo.edu/ubit/get-help/cit-help-desk.html>**

216 Computing Center  
Phone: 716-645-3542

**International Student and Scholar Services**

**<http://wings.buffalo.edu/intlservices/>**

210 Talbert Hall  
Phone: 716-645-2258

**Parking and Transportation Services**

**<http://student-affairs.buffalo.edu/parking/index.php>**

102 Spaulding Quad  
Phone: 716-645-3943

**University Police**

**<http://www.student-affairs.buffalo.edu/public-safety/>**

Bissell Hall  
Phone: 645-2222 (Emergency)  
Phone: 645-2227 (Non-Emergency)

**Office of Accessibility Resources**

**<http://www.student-affairs.buffalo.edu/ods/>**

25 Capen Hall  
Phone: 716-645-2608

**Student Health Center**

**<http://www.student-affairs.buffalo.edu/shs/student-health/>**

Michael Hall  
Phone: 716-829-3316

**University Counseling Service**

**<http://www.student-affairs.buffalo.edu/shs/ccenter/>**

120 Richmond Quad, Bldg. 2  
Phone: 716-645-2720

**University Operator**

Telephone Numbers  
Phone: 716-645-2000

**University Visitor Information**

**<http://www.student-affairs.buffalo.edu/parking/visit.php>**

Phone: 716-645-733

## **SCHOOL OF MANAGEMENT FACULTY**

Click on the department link for a directory of current faculty members in the department.

### **[Department of Accounting and Law](#)**

Chair: Susan S. Hamlen

### **[Department of Finance](#)**

Chair: Kee H. Chung

### **[Department of Management Science and Systems](#)**

Chair: Ramaswamy Ramesh

### **[Department of Marketing](#)**

Chair: Alan S. Dick

### **[Department of Operations Management and Strategy](#)**

Chair: Nallan C. Suresh

### **[Department of Organization and Human Resources](#)**

Interim Chair: Prasad Balkundi

## CHAPTER I MBA Full-time Day Program

HEGIS #0506

The UB MBA program combines the depth of a renewed and stronger management core curriculum with a breadth of career concentrations. We've designed a two-year, full-time curriculum that blends required foundation-building courses with flexible, career-targeted electives. The two-year format offers an excellent time frame to build extensive career networks both inside and outside of the school, gain further real-world experience, and engage in a comprehensive job search.

The UB MBA program committee conducts regular comprehensive reviews of our core curriculum. They look at the latest management education trends in light of the skills that individuals and organizations need for our globally integrated world of business. They consult with corporate recruiters, alumni, program directors at other schools, faculty, program staff and Career Resource Center personnel to validate a new concept and content for the core curriculum. Programmatic goals such as team skills, quantitative analysis and integrative analysis are considered integral to the core. It is a modular core focusing on what every manager needs to know, with emphasis on delivery as well as content, with an experiential capstone. This allows students greater flexibility to take advantage of a rich selection of concentrations and the LeaderCORE™ program.

### FIRST YEAR

Prerequisites – Completion of “MBA Boot Camp”

#### First Semester (Fall) – 15 core credits

- MGA 603 Financial Accounting for Managers (2 credits - first 7 weeks)
- MGB 610 Organizational Behavior (2 credits - 14 weeks)
- MGB 611 Team Skills (1 credit - 14 weeks)
- MGF 611 Financial Analysis for Managers (2 credits - second 7 weeks)
- MGO 695 Foundations of Entrepreneurship (1.5 credits - second 7 weeks)
- MGG 635 Management Communication (1.5 credits - first 7 weeks)
- MGM 615 Marketing for Managers (2 credits - second 7 weeks)
- MGQ 608 Statistical Analysis for Managers (2 credits - 14 weeks)
- MGQ 609 Analytics for Managers (1 credit - 14 weeks)

#### Second Semester (Spring) – 10 core credits plus 3-6 elective credits

- MGA 605 Accounting for Management Decision Making (2 credits - second 7 weeks)
- MGE 604 Business Economics (2 credits - first 7 weeks)
- MGO 620 Operations Management (2 credits - first 7 weeks)
- MGO 640 Business Strategy (2 credits - 14 weeks)
- MGS 605 IT for Managers (2 credits - second 7 weeks)

**Summer** – Many students elect to take the required credit-bearing internship during this time.

## SECOND YEAR

### Third Semester (Fall) – 15 elective credits

- May include a three-credit internship<sup>+</sup>

### Fourth Semester (Spring) – 2 core credits plus 12-15 elective credits

- MGO 642 Integration of Business Functions (1 credit - 14 weeks)
- MGO 644 Business Practice (1 credit - 14 weeks)

Conferral of the MBA degree requires the completion of sixty credit hours including twenty-seven credits of mostly cohort-based core. A concentration is *not* required, however a focus within your career is strongly recommended.

<sup>+</sup>Students entering the program without relevant work experience *must* take a three-credit internship as part of the total 60 credit requirement. **Only one three-credit internship may be used toward the 60 credits required for graduation.**

### Electives outside the School of Management

Two electives may be taken, unless waived by another graduate degree, outside of the department by petitioning the director for approval. Courses must be relevant to your program and career goals. See also “Degree Course Requirements” section on page 59.

### MBA Concentrations

Students may customize their study programs by choosing from nine career oriented concentrations. Upon completion of the MBA curriculum and the requirements of a concentration, a Certificate of Attainment in the subject area covered by that concentration is awarded. You may concentrate in more than one area, especially if one of your concentrations is in management consulting or international management, as these are complimentary concentrations. However it is recommended that you make these choices deliberately and after investigating how these concentrations will help you fulfill your career goals.

Formal concentrations are:

Finance	Health Care Management
Human Resources Management	Information Assurance
Information Systems and E-Business	International Management
Management Consulting	Marketing Management
Supply Chains and Operations Management	

If a student does not choose to follow the requirements of one of the concentrations, he or she may choose electives from the offerings in any of the departmental areas:

Accounting and Law  
Finance  
Management Science and Systems  
Marketing  
Operations Management and Strategy  
Organization and Human Resources

Any course, except an internship, taken in fulfillment of the requirements for a concentration must be taken on a *letter grade* basis. No course taken on an “S/U” basis may be counted in determining whether a student has formally completed the concentration and may receive a certificate.

### Finance Concentration

#### Objective

The purpose of the Finance concentration is to meet the demand by MBA students and employers for specialized education in finance. This specialization offers a detailed knowledge of the principles and techniques of financial decision-making, valuation, and capital markets. The concentration emphasizes analytical, computational and managerial skills for financial problems faced by decision makers.

#### Description



In addition to the core requirements, the concentration requires MGF 633 and four elective courses from accounting, finance or law.

#### Career Opportunities

Opportunities are present for finance concentration graduates in corporate environments, including positions in financial analysis, financial planning and control, and asset-liability management. In financial intermediaries, including banks, mutual funds, pension funds, insurance companies, security brokers and dealers, opportunities are available for security analysts, trust advisors, portfolio managers, bank loan officers, and account executives. Consulting firms provide growing job opportunities. Additionally, government agencies offer many employment opportunities similar to those in the private sector.

#### FIRST YEAR

##### Fall Semester

MBA Core 15 credits

##### Spring Semester

MBA Core 10 Credits

MGF 633 Investment Management (or electives, 3-6 total in addition to core)

#### SECOND YEAR

##### Fall Semester

MGF 633 Investment Management – if not taken in first spring semester

Finance electives – 6 credits

Electives and/or internship – 6-9 credits

##### Spring Semester

MGO 642 Integration of Business Foundations – 1 credit

MGO 644 Business Practice – 1 credit

Finance electives – 6 credits

Electives – 6-9 credits

Finance electives must be selected from:

MGA 632	Financial Statement Analysis
MGF 632	Corporate Governance, Finance and Management
MGF 634	Quantitative Methods in Finance
MGF 635	Financial Derivatives
MGF 636	Complex Financial Instruments
MGF 637	Financial Modeling
MGF 638	Fixed Income Securities
MGF 639	Security Trading and Exchange Design
MGF 641	Financial Policies and Strategies
MGF 643	Strategic Financial Management and Value Creation
MGF 644	Conducting Research: Fixed Income Securities**
MGF 645	Conducting Research: Equities**
MGF 646	Institutional Investing
MGF 647	Supervised Research
MGF 656	Acquisitions Transactions
MGF 657	Financial Innovation
MGF 658	Mergers and Acquisition Strategy and Financing
MGF 661	Management of Financial Institutions
MGF 685	International Financial Management
MGF 691	Special Topics
MGF 696	Portfolio Theory and Strategy
LAW 688	Securities Regulation (must request registration from Law School registrar)

\*\*Only MGF 644 **or** MGF 645 (not both) may be used toward the finance concentration

## Health Care Management Concentration

The objective of this concentration is to prepare MBA students for significant responsibilities as professional managers in health care organizations, including hospitals, long-term care facilities, and insurance companies. The combination of an MBA education with specific training in health care management is a valuable asset to graduates seeking to contribute to managerial competence in an increasingly competitive, complex, and demanding sector.

This concentration is a direct response to the findings of a regional study, face-to-face interviews were conducted with twenty-seven health care leaders; following these interviews the report recommended the development of a health care concentration within both the full-time and Professional MBA programs. The concentration, they recommended, should focus on the needs for clinical leadership, innovative approaches to industry challengers, health analytics, health informatics, and the tie between quality and cost.

The reinvigoration of a MBA concentration in health care is also important to the school's role in Realizing UB 2020, which includes health as one of four key themes of the plan's academic strategy. The concentration would enable the school to offer a defined cluster of classes for students working toward health science professional degrees, including MD, DDS, MPH, Nursing, and PharmD, or for those already employed as clinicians or health care managers who are pursuing the PMBA.

### Required Courses:

- Complete three required classes (9 credit hours total):
  - MGH 641: The Business of Health Care
  - MGH 642: Innovators in Health Care
  - MGS 632: Seminar in Health Information Systems
  
- Select and complete *two* of the following for full-time MBA students and *one* for PMBA students (each course is 3 credit hours):
  - MGS 634: Integrative Approaches to Health Care Management
  - MGH 648: Health Care Practicum (internship)
  - MGH 632: Health Care Strategy and Operations
  - MGH 633: Health Care Economics
  - MGH 634: Health Policy in the U.S.
  - MGH 692: Special Topics
  - LAW 606: Introduction to Health Law
  - MGH 647: Supervised Research
  - An equivalent course approved by the chair of the MBA/MS program committee

## Human Resources Management

The emphasis throughout this concentration will be on the practical application of various Human Resources Management theories and models. This will include students actively participating in analyzing and making recommendations for situations and challenges based on actual cases.

Discussion revolves around good and “not so good” alternatives along with explanations. The other topics covered will be of general interest and broad applicability (e.g. developing a Human Resources Management strategy, the management of talent) rather than of relevance only to HR specialists.

### Required Courses:

#### FIRST YEAR

##### Fall Semester

MBA Core 15 credits

##### Spring Semester

MBA Core 10 credits

MGB 666 Optional 2 credits –Leadership Development I, by application to LeaderCORE™  
Elective 3 credits optional – see spring semester second year

## SECOND YEAR

### Fall semester

MGI 601 Principles of Workforce Engagement (3)  
MGB 667 Optional 2 credits - Leadership Development II  
HR Elective  
Electives – 9 credits

### Spring semester

MGO 642 Integration of Business Foundations – 1 credit  
MGO 644 Business Practice – 1 credit  
MGI 602 Advanced Topics in Workforce Management (3)  
HR Elective  
Electives – 6-9 credits

Choose any two from the following nine:

MGB 607 Leadership And Motivation (3)  
MGB 620 Special Topics – Team Mentor Program  
MGB 666 and 667 Leadership Development I and II count as one elective (4 credits)  
(LeaderCORE™ students only)  
MGB 685 Managing Organizational Diversity (3)  
MGG 622 Special Topics: Leadership Development  
MGG 640 Theory and Practice of Negotiations (3)  
MGG 633 Modeling Managerial Processes (3)  
MGG 643 Team Building (3)  
MGG 650 Consulting Practices (3)

### **Information Assurance Concentration**

(Certificate eligible)

The Information Assurance Concentration is designed to equip students at the University at Buffalo (UB) with a comprehensive understanding of the many facets of information assurance and security. With the rapid growth of the Internet and, in turn, the creation of numerous new information channels, the task of securing these channels and their underlying systems has become an industry-wide top priority. However the lack of professionals with the skill set to tackle such complex security issues is clearly evident. Several universities in the country have established research and education centers in IA to address the challenges and to reduce vulnerabilities in the national information infrastructure. The University at Buffalo aims to fill this void by offering this concentration. The program provides coursework giving a broad overview of the interdisciplinary aspects of information assurance as well as specialized training with respect to a chosen discipline.

Within the MBA program, students must complete 15 credits of coursework – 3 credits of which are common to all IA students, 6 credits of which are defined by the track, and 6 credits of possibly interdisciplinary electives. This program structure ensures that students taking this concentration possess the necessary foundation in Information Assurance and allows them a certain degree of freedom to tailor the curriculum to their interests.

There are four disciplines participating in the program in terms of the applicable courses they offer: Computer Science and Engineering (CSE), School of Management, Mathematics (MTH), and School of Law (LAW). An official university issued certificate will provide recognition of this training earned by students in Information Assurance. These graduates may then enter the federal work force and industries with an expertise in IA (such as consulting, health care and banking), better prepared to meet the needs of our increasingly technological society.

## FIRST YEAR

### Fall Semester

MBA Core 15 credits

### Spring Semester

MBA Core 10 credits  
Electives 3-6 credits

## SECOND YEAR

### Fall Semester

MGS 650 Information Assurance (request forced registration)  
IA Elective from list below\*  
Electives or Internship – 9 credits

### Spring Semester

MGO 642 Integration of Business Foundations - 1 credit  
MGO 644 Business Practice – 1 credit  
MGS 659 Seminar in Electronic Commerce  
MGS 651 Management of Computer Networks  
IA Elective from list below\*  
Electives – 3-6 credits

\*Select two of the following as electives:

CSE 510 Intelligent Agents in E-Commerce  
CSE 512 Operating Systems Internals  
CSE 527 Modern Computer Systems  
CSE 530 Computer Communications  
CSE 516 E-Commerce Technology  
CSE 605 Advanced Concepts in Programming Languages  
CSE 616 Multi-agent Systems  
LAW 696 Intellectual Property – request forced registration from Law School  
LAW 795 Legal and Cultural Issues in Cyberspace – request forced registration from Law School  
MTH 529/530 Introduction to the Theory of Numbers I/II  
MTH 567 Stream Ciphers  
MGS 610 Digital Forensics  
MGS 613 Database Management Systems  
MGS 614 Systems Analysis and Design  
MGA 643 Fraud Prevention and Detection

## Information Systems and E-Business Concentration

### Description

Through this concentration students will gain a thorough grounding in how technology can be applied to solving problems and exploiting business opportunities. Students will explore the application of computerized information systems, including Web technologies, to run a modern technology-based business.

The Web, via e-commerce, has created a revolution in consumer-to-business and business-to-business transactions. The business analyst of the future must be able to identify how technology can be applied to solving existing and new problems, but also how to leverage technology to realize strategic opportunities. Students will receive exposure to networking and data communications, database management systems, distributed computing, and to the various problem-solving approaches to systems analysis and design.

### Career Opportunities

The thrust of this concentration is to provide an MBA student with the knowledge to function in either a traditional information systems group, as a part of a functional business unit, or as an e-business entrepreneur. Graduates of the program typically fall into one of the following career paths: information systems consultant/analyst with a large consulting firm, analyst within a traditional information systems department, and an information analyst within a functional unit such as marketing, human resources, finance or operations. Some of our graduates join entrepreneurial ventures or begin their own venture.

## FIRST YEAR

### Fall Semester

MBA Core 15 credits

### Spring Semester

MBA Core 10 credits  
MGS 607 Technology and Innovation Management\*  
Elective – 3 credits

## SECOND YEAR

### Fall Semester

MGS 602	Information Technology*
	OR
MGS 650	Information Assurance* (request forced registration with departmental permission)
MGS 613	Database Management Systems*
MGS 655	Distributed Computing*
	Elective(s) and/or Internship – 9 credits

### Spring Semester

MGO 642	Integration of Business Foundations – 1 credit
MGO 644	Business Practice – 1 credit
MGS 614	Systems Analysis and Design*
MGS 616	Decision Support Systems*
MGS 651	Management of Computer Networks*
	OR
MGS 659	Seminar in Electronic Commerce*
	Elective – 3 credits

\*concentration requirements – Students are encouraged to take MGS 650 if they have background equivalent to MGS 602 – check with instructor.

We also recommend that students with limited programming experience take Introduction to Computer Science I (CS 503) and Introduction to Computer Science II (CS 504).

Dual Concentrations:

Students interested in completing IS and E-Business as a second concentration may earn the concentration certificate by completing MGS 607 plus four MIS courses. These courses must include MGS 602 or MGS 650, MGS 613, and MGS 614. In addition, the student must complete one of the following: MGS 616, MGS 651, MGS 655, or MGS 659.

## International Management Concentration

### Objective

The International Management Concentration is intended to provide students with a comprehensive overview of the principal topics and issues in international business. The concentration focuses on skill development related to the management of international business partnerships and complex multinational operations.

### Description

The concentration consists of courses concerned with the political, economic, legal, and social dimensions of international business. The International Management Concentration is designed to supplement training in a particular functional area and should be taken together with a second MBA concentration. The International Management Concentration includes opportunities for overseas internships and/or study abroad programs integrated with the MBA program.

## FIRST YEAR

### Fall Semester

MBA Core 15 credits

### Spring Semester

MBA Core 10 credits  
Electives 3-6 credits

## SECOND YEAR

### Fall Semester

MGF 685	International Financial Management*
MGO 680	International Business Environment*
	Primary concentration courses and/or internship and/or elective

Spring Semester  
MGO 642 Integration of Business Foundations – 1 credit  
MGO 644 Business Practice – 1 credit  
MGM 683 International Marketing\*  
MGO 633 Supply Chains and Global Operations\*  
Primary concentration courses or elective(s)

One elective\* in addition to required courses above, selected from:  
GEO 531 Introduction to International Business and World Trade  
MGO 695/MGO 681 Special Topics relating to China/The China Trip  
MGO 685 Global Perspectives (seven-week course and one-week international trip) additional fees required  
\*concentration requirements

### Management Consulting Concentration

#### Description

A student should complete the Management Consulting concentration in an effort to leverage his or her training in a primary functional concentration. There are only two required courses in the concentration. First, students must take MGI 601, Workforce Management. The vast majority of organizational problems can be traced to people problems. This course is offered in the fall semester and focuses on the linkage between organizational strategy and workforce practices and policies that reinforce this strategy. Many of the in-class exercises are derived from real world consulting experiences and serve as a springboard for students interested in taking the centerpiece course in this concentration: MGG 650 - Consulting Practices. This course is taken in the spring semester of the second year. The course focuses on the nuts and bolts of managing a consulting engagement, the process of organizational change and development, and features a team-based consulting project. In addition to these two courses, a student will select two elective courses that cover process skills required of a management consultant. Students who are not interested in the full Management Consulting concentration, but would like to strengthen particular **managerial core competencies**, are encouraged to enroll in individual elective courses that provide those specific opportunities for professional development.

#### Career Opportunities

Consulting skills are increasingly in demand as organizations make greater use of both *internal* and *external* consultants. Internally, MBAs are routinely placed in staff positions where they are assigned to change initiatives requiring these skills. Employees with specific technical specialization (finance, human resources, and information technology) are commonly assigned to roles as internal consultants to line managers. Externally, employment in the consulting industry continues to grow. The process skills developed in the Management Consulting concentration provide students with the foundation necessary for success whether you are working for a small boutique firm, a large international, full service consulting firm or in an internal strategic management role within a corporate setting.

#### FIRST YEAR

Fall Semester  
MBA Core 15 credits

Spring Semester  
MBA Core 10 credits  
Electives\* 3-6 credits

#### SECOND YEAR

Fall semester  
Electives\* – 15 credits

Spring semester  
MGO 642 Integration of Business Foundations – 1 credit  
MGO 644 Business Practice – 1 credit  
MGG 650 Consulting Practices  
Electives\* – 9-12 credits

\*9 elective credits must be selected from the following courses:

MGI 601	Principles of Workforce Engagement
MGB 607	Leadership and Motivation
MGB 620	Special Topics – Team Mentor Program
MGB 666 and 667	Leadership Development I and II count as one elective (4 credits) (LeaderCORE™ students only)
MGG 633	Modeling Managerial Processes
MGG 640	Theory and Practice of Negotiations
MGG 643	Team Building in Organizations
MGG 660	Introduction to Entrepreneurship
MGO 634	Project Management

### Marketing Management Concentration

Marketing touches all of us every day of our lives and has become a key factor producing business successes. The Marketing Concentration is designed to provide students with the concepts, tools, and techniques needed for the analysis, planning, implementation, and control of marketing programs. Through a combination of lectures, case discussions, simulations, hands-on projects, executive presentations, and exercises, the concentration introduces students to various aspects of the marketing function in an organization.

#### Objective

This concentration is designed to provide sufficient training for entry-level line and staff jobs in marketing, and provide a broad enough perspective to prepare students for managerial careers.

#### Description

In addition to the required core and concentration courses, students pursuing this concentration can take electives in special topic seminars in marketing, other marketing electives, or independent study in marketing.

#### Career Opportunities

A study by an executive recruiting firm reports that more top-level corporate executives have come out of marketing than any other functional area. As a matter of fact, about 30% of the Fortune 1000 CEOs spent a considerable part of their careers in marketing. You will find marketing positions in all types of organizations and sizes of institutions. Entry-level positions include those in brand and product management, advertising, marketing research, sales, customer affairs, new product planning, market analysis, physical distribution, purchasing, retailing, and consulting.

#### FIRST YEAR

##### Fall Semester

MBA Core 15 credits

##### Spring Semester

MBA Core 10 credits  
MGM 667 Marketing Research\*  
Elective 3 credits (optional – see spring second year)

#### SECOND YEAR

##### Fall Semester

MGM 651 Consumer Behavior\*  
Marketing Elective from list below\*  
Electives and/or internship – 9 credits

##### Spring Semester

MGO 642 Integration of Business Foundations – 1 credit  
MGO 644 Business Practice – 1 credit  
Marketing Elective from list below\*  
Electives – 6-9 credits

#### Marketing Elective List

Complete any two of the following:

MGM 656	Design, Manufacturing and Marketing of Products
MGM 659	Market Planning
MGM 664	Marketing Practicum (does not fulfill the internship requirement)
MGM 670	Advertising and Promotion
MGM 671	Data Analysis Systems for Marketing Decisions
MGM 683	International Marketing

\*concentration requirement. All courses 3 credit hours.

### **Supply Chains and Operations Management Concentration**

The Supply Chains and Operations Management (SCOM) Concentration, is intended to prepare students for a managerial and leadership career with the skills necessary to formulate strategies and effectively manage operations environments in manufacturing and service industries.

#### **Description**

In addition to classical operations management concepts, the curriculum has been designed to cover new developments in supply chain management (SCM), including manufacturing resource planning (MRP II), optimized production technology, and just-in-time (JIT) systems. Developments in automation and the design and management of cellular systems and flexible automation are also covered. The concentration also deals with human resources, cost accounting elements, information systems, and qualitative and quantitative tools and techniques, all of which are critical to the success of operations environments.

#### **Career Opportunities**

The career opportunities include managerial positions in all levels, in both line and staff functions in service as well as manufacturing industries. The areas of opportunity besides general management positions include, planning and control, materials management, quality assurance, industrial engineering, systems analysis, maintenance, marketing operations, internal audit, etc., as well as careers in management consulting.

#### **FIRST YEAR**

##### **Fall Semester**

MBA Core 15 credits

##### **Spring Semester**

MBA Core 10 credits  
Electives 3-6 credits

#### **SECOND YEAR**

##### **Fall Semester**

MGO 631 Production and Inventory Planning\*  
MGO 634 Project Management\* OR MGO 632 in spring (one of these two courses required)  
SCOM Elective\*\*  
Electives and/or internship# - 6-9 credits

##### **Spring Semester**

MGO 642 Integration of Business Foundations – 1 credit  
MGO 644 Business Practice – 1 credit  
MGO 632 Strategic Quality Management\* OR MGO 634 in fall (one of these two required)  
MGO 633 Supply Chains and Global Operations\*  
SCOM Elective\*\*  
Electives – 6-9 credits

+Choose two of the following electives:

MGO 617	Service Operations and Extreme Events
MGO 636	Supply Chains: Design, Modeling and Optimization
MGO 637	Purchasing and Global Supply Management
MGO 638	Logistics and Global Distribution Management



IE 504                Facilities Design  
IE 506                Computer Integrated Manufacturing

\*concentration requirements – a total of five courses specific to the concentration.  
All courses 3 credit hours.

# If the student does not have at least one year of qualifying work experience, an internship must be completed in a manufacturing organization or in an operations management function in a service firm.

### **The Cohort System**

The full-time MBA program employs a distinctive structure. First-year students are assigned to heterogeneous cohorts. A cohort is a group of students who enter the program together and progress through their core courses as a group. Cohorts are also known as learning communities because the expectation is that the group will develop a sense of community to empower its members to learn more easily and more completely.

Students will be registered for their cohort courses by Graduate Programs Office staff.

Do not, under any circumstances, drop these courses during the drop/add period.  
If you do, you may be unable to take that course during your normal program. You will be responsible for registering for electives using HUB.

### **Cohort Study Teams**

Students are also assigned to study teams. These teams will generally be composed of five or six students with diverse backgrounds. Team assignments will be distributed during MBA Advantage.

Students are expected to use the tools they learn through MBA Advantage and in MGB 610-611 to manage the team process. Faculty who teach the cohort courses will, however, play an active role in this process by providing general advisement to the class as a whole about effective teams and will work with team mentors to provide specific advisement to teams.

- Teams should plan to work together as assigned. Learning to work with people who have different styles, attitudes, aptitudes, etc., is part of the experiential learning associated with cohort systems.

However, due to the possibility of problems:

- Each team will submit bi-weekly reports for their Organizational Behavior class that will be reviewed by faculty and the administrative director.
- Second-year student mentors will be assigned to each team and will help facilitate team processes.
- Students, of course, may seek informal advisement from cohort faculty, other management faculty, or the Graduate Programs Office staff at any time.

### **Internships and Experiential Learning (IEP)**

The School of Management is a leader among other management schools in that it requires MBA students to complete a credit-bearing internship as part of the course of study. Credit-bearing internships provide students with an opportunity to apply knowledge and skills learned in the classroom to real-world projects within diverse professional work environments.

The Internships and Experiential Learning Office (IEP) operates within the Career Resource Center (CRC) and builds relationships with employers to develop relevant internship opportunities for School of Management undergraduate and graduate students. The internship program is comprised of professional staff members and a faculty advisory committee.

#### **Requirements**

- MBA students performing academically at a GPA of 3.0, or above are granted access to the internship program after the first semester (fall semester) of the curriculum.
- There is no application - instead, the expectation of excellence in academic performance coupled with a strong resume that reflects skills and qualifications necessary to apply to internship postings.
- Academic registration for internships is equal to three academic credits, enrolled during the same semester as the internship occurs.

- Students must complete a minimum of 150 hours of on-site participation during the internship
- International students are required to obtain work authorization, called Curricular Practical Training (CPT), prior to the start of the internship. Registration for academic credit corresponding with the internship is necessary in order to request CPT. Students will work directly with the IEP to initiate this process once an internship offer is accepted. A new I-20 is issued verifying the CPT work authorization. International students may not begin their internship participation until the new I-20 is received.
- All students participating in credit-bearing internships must submit academic assignments as outlined in the Internship and Experiential Learning (IEP) syllabus. Internships are graded pass/fail.

NOTE: Only one three-credit internship may count toward the 60-credit graduation requirement

#### The Internship Search

These internship postings are located in an online database called BizLink. All internship postings found in BizLink are pre-screened by the internship program director and eligible for academic credit. Postings reflect experiences in privately held, publicly traded, governmental and non-profit organizations.

Students conduct an internship search by browsing and applying to postings in the BizLink system. However, there are multiple means for securing an internship, to include: attending on-campus events, such as career fairs and employer speaking engagements, as well as networking with contacts on and off-campus.

#### Internship Waivers

An MBA student who has one year of full-time post-bachelors managerial experience in a relevant professional environment may be waived from the internship requirement. Students will be notified of their waiver status in the fall of the first year and will have the option of accepting the waiver or completing an internship. If the student chooses to accept the waiver, they must take an additional course to replace the three credits otherwise provided by the internship. If a student does not qualify for a waiver, and does not complete an internship, then he or she will not graduate until the internship requirement is satisfied.

#### Awards

Each year, the Office of Internships and Experiential Learning honors the outstanding achievements of student interns and employers at a reception attended by the Dean, faculty, staff and employers.

Complete information regarding the program can be found on the website:

<http://mgt.buffalo.edu/internships/students>

#### **International Exchange Programs**

MBA students interested in spending a summer or semester abroad may do so through the University Study Abroad program. A maximum of 12 elective credits may be earned.

Exchange programs are arranged through the University International Student and Scholar Services office. See website at: <http://wings.buffalo.edu/intled/exchange.htm> or visit the office at 210 Talbert Hall

## LeaderCORE™ Program

# LeaderCORE™

## Certification of Readiness and Excellence

### What's at the CORE of every great leader?

That's what the University at Buffalo School of Management has been asking corporate recruiters for decades. We know that corporate leaders want business school graduates with skills beyond industry knowledge and technical ability.

To ensure that our graduates are "management ready" and can create value for their organizations, we've developed a comprehensive leadership certification program called LeaderCORE that spans the entire two years of our MBA program. Through LeaderCORE, our students navigate real-world business situations while developing a set of clearly identified management competencies that lead to effective performance in the workplace.

### Competency Focused

The driving force behind LeaderCORE is a focus on core competencies considered vital by the business community for effective performance and successful leadership. These competencies are organized into three key leadership dimensions with integrity as a unifying value, as illustrated below.



### How it Works

Upon entering the MBA program, our MBAs undergo a rigorous assessment process to identify the competencies they wish to strengthen. Next, we will help each student create a customized personal development plan. Then, with our team of faculty, staff, external coaches and alumni, we provide a unique learning environment where the traditional MBA learning model is complemented with new opportunities for MBAs to develop skills that will prepare them to lead today's organizations. These opportunities exist within their courses and beyond, through a vast assortment of co-curricular activities like our Corporate Champions program, internships, case competitions and leadership initiatives that are closely related to and integrated with classroom learning experiences. Throughout the process, a real-world focus is paramount, with emphasis on the skills employers have identified as critical for future leaders. In their final semester, students are evaluated and, those who are successful receive LeaderCORE certification.

### Contact:

[mgt-leadercore@buffalo.edu](mailto:mgt-leadercore@buffalo.edu)  
<http://mgt.buffalo.edu/leadercore>

## CHAPTER II Dual/Joint Programs

### BS/MBA Program

The BS/MBA program reduces by one year the usual pattern of a four-year BS in Business Administration program and a two-year MBA program. Students in this program must meet undergraduate degree requirements exactly as specified in the following course schedule for the first four years. Any deviation in the curriculum must be approved. A student must complete at least 90 undergraduate credit hours and a minimum of 60 additional graduate credit hours. The BS and MBA degrees will be conferred at the end of the fifth year.

BS/MBA program  
(General Management)  
Hegis #0506/0506

#### FRESHMAN YEAR

1st Semester

English 101\*

Math 131

World Civ. I

Economics 181

2nd Semester

English 201\*

World Civ. II

Psychology 101

Economics 182

AACSB Elective\*\*

\*Or ENG 102 and one Humanities course – determined by entering ENG placement

#### SOPHOMORE YEAR

3rd Semester

MGA 201

MGQ 201

American Pluralism

Natural Science

AACSB Elective \*\*

4th Semester

MGA 202

Natural Science w/lab

Arts General Education

AACSB Elective \*\*

AACSB Elective\*\*

#### JUNIOR YEAR

5th Semester

MGQ 301

MGF 301

MGS 351

MGG 300\* (2 credits)

AACSB Elective\*\*

\*\* Electives must be completed outside of business, economics, and statistics.

\* Fall or Spring Junior Year

6th Semester

MGO 302

MGM 301

MGE 302

MGI 301

AACSB Elective\*\*

(Students will complete MGB 301 and MGO 403 by completing MGB 610 at the MBA level. Additionally, students can complete the MGT 401 requirement at the graduate level by selecting MGT 640 as an elective in the MBA program.

Students who are unlikely to choose MGT 640 at the graduate level will need to take MGT 401 in the summer after the junior year.)

#### SENIOR YEAR

7th Semester

MBA Core – 15 credits

8th Semester

MBA Core – 10 credits

MBA Electives – 3-6 credits

#### FIFTH YEAR

9th Semester

Internship – 3 credits

MBA Electives – 12 credits

10th Semester

MGO 642

Integration of Business Foundations – 1 credit

MGO 644

Business Practice – 1 credit

MBA Electives – 12-15 credits

#### Other Dual/Joint Programs

Students who are enrolled in dual or joint programs should meet with advisors in both programs to obtain detailed curriculum guidance. In general, the following information applies to these programs:

##### [AuD/MBA](#)

Hegis #1220/0506

##### [JD/MBA](#)

Hegis #1401/0506

##### [M Architecture/MBA](#)

Hegis #0202/0506

##### [MSW/MBA](#)

Hegis #1204/0506

##### [MPH/ MBA](#)

Hegis # 1214/0506

##### [DDS/MBA](#)

Hegis #1204/0506

##### [MD/MBA](#)

Hegis #1206/0506

##### [PharmD/MBA](#)

Hegis #1211/0506

#### Other Joint Non-Management Undergraduate/MBA Degrees

[BS Engineering/MBA](#) (5 tracks)

## CHAPTER III Professional and Executive MBA Programs

HEGIS #0506

### Professional MBA

The PMBA curriculum gives particular attention to understanding the role of the business firm in society, the management function of planning and control, and the tools with which modern management performs the functions of production, marketing, finance, and industrial relations. In addition to a working knowledge of modern management, students develop appreciation of the economic, political, cultural, and technological trends which affect the responsibilities of managers. The objective is to educate managers who can combine competence, imaginative new uses of management theory, and sensitivity to the realities of human organizations and their environments.

#### PMBA Curriculum

The PMBA program requires completion of 48 credit hours with a cumulative grade point average of 3.0 or higher. The curriculum consists of twelve core courses (36 credits) and twelve (12) elective credits. Students are expected to complete significant work outside the classroom in both individual and group assignments.

Each PMBA class typically progresses in cohort fashion through the program, which is completed in six academic semesters with one course in each of the two intervening summers. Individuals may elect to speed up or slow down progress through the program, thus arranging course completion in as little as twenty seven months, or as long as sixty months.

Textbooks and other materials are provided for all scheduled PMBA courses – costs are included in the PMBA program fee.

#### Elective Credits

In addition to the two elective courses scheduled in the final spring semester, PMBA students must complete six (6) credits of flexible electives.

The PMBA Office assumes that three elective credits will be earned through one-credit mini courses offered in August and January during the week prior to the beginning of the regular semester.

The additional three credits may also be fulfilled by exercising one of the following options:

- Complete three additional one-credit mini courses;
- Complete a supervised research project with a faculty member;
- Complete an elective in the full-time day program, a number of which are offered in the evening;
- Complete a course that may be offered on an ad hoc basis in the evenings or during the intersession periods.

#### Scheduled Course Sequence

The PMBA course sequence is listed below. (Depending on availability of faculty, this sequence may be changed at the school's discretion.)

##### First Semester (Fall)

- One-credit mini-course – “Facilitating Group Dynamics”
- MGQ 606 Probability and Statistics for Managers
- MGB 601 Behavioral and Organizational Concepts for Management

##### Second Semester (Spring)

- MGA 604 Financial Analysis and Reporting
- MGE 601 Economics for Managers

##### Summer I

- MGI 601 Workforce Management

##### Third Semester (Fall)

- One-credit mini course
- MGE 602 The Global Economy and the Business Firm
- MGF 631 Financial Management

Fourth Semester (Spring)  
MGS 607 Technology Management and E-Business  
MGO 630 Operations and Service Management

Summer II  
MGM 625 Marketing Management

Fifth Semester (Fall)  
One-credit mini course  
MGT 617 Government, the Law and the Firm  
MGO 641 Strategic Management

Sixth Semester (Spring)  
Elective (3 credits)  
Elective (3 credits)

Important Notes:

Courses can generally NOT be waived.

Elective course information is available from the PMBA office several months before a semester begins.

## Executive MBA

The Executive MBA (EMBA) program gives executives the tools to contribute more effectively to the strategic initiatives of their organization. The collective professional experience of participants and faculty members teaching in the program makes the EMBA program a uniquely enriching educational opportunity.

The EMBA is an intense, 20-month program and is designed for high-achieving professionals who want to earn an MBA while continuing to work full-time.

### EMBA Curriculum

The curriculum offers participants in-depth training and hands-on experience in complex team-management skills and is designed to produce superior analysts and problem solvers, excellent team players, and effective communicators.

Assignments are related, as much as possible, to the actual work of participants, enabling participants to make immediate, substantive contributions to their sponsoring companies.

### Credits Required

The EMBA degree requires completion of a total of 19 classes (52 credit hours) with a cumulative grade point average of 3.0 or higher.

### Scheduled Course Sequence

The EMBA program is completed in four academic semesters. Classes meet Fridays and Saturdays approximately every third weekend for two academic years. The school year begins in September. During the final semester, the EMBA class participates in an international residency as part of the International Business course (described below).

The EMBA course sequence is:

#### First Semester (Fall)

MGB 620	Special Topics in Executive Development (4.0 credit) – Emotional Intelligence (Continuing Thesis)
MGA 604	Financial Analysis and Reporting
MGB 601	Behavioral and Organizational Concepts for Management
MGG 633	Modeling Managerial Processes
MGM 625	Marketing Management

#### Second Semester (Spring)

MGB 620	Emotional Intelligence (Continuing Thesis)
MGI 601	Workforce Management
MGQ 606	Probability and Statistics for Managers
MGF 631	Corporate Financial Management
MGG 635	Management Communications (1.5 credits)
MGF 659	Mergers and Acquisitions (1.5 credits)

#### Third Semester (Fall)

MGB 620	Emotional Intelligence (Continuing Thesis)
MGA 609	Managerial Accounting
MGG 640	Theory and Practice of Negotiations
MGO 630	Operations and Service Management
MGS 607	Technology Management and E-Business

#### Fourth Semester (Spring)

MGB 620	Emotional Intelligence (Continuing Thesis)
MGB 607	Leadership and Motivation
MGE 602	The Global Economy and the Business Firm
MGO 641	Strategic Management
MGO 681	International Business (1.5 credits)
MGT 615	The Government, Law and the Firm (1.5 credits)



Important Notes:

Books and materials are provided for students as part of the program fee.

Meals are included as part of the program fee.

Group tutoring is offered for quantitative courses and is included in the program fee.

Courses CANNOT be waived.

Contact the EMBA Office at (716) 645-3200 for additional information on courses.

International Residency

The one-week international residency takes place in the fourth semester of the EMBA program, and is a focal point of the International Business course. This distinctive feature of the Executive MBA program includes plant tours and interviews with company officials, and takes students to countries that many of the program's sponsoring organizations do business in. The international experience is particularly important to Executive MBA students, most of whom hold management positions and are likely to assume greater responsibilities in international business in the future. This experience builds a profound understanding of such diverse topics as economics, the role of government, historical/cultural influences on business practices and emerging trends in the global market. The residency is required for EMBA program participants. EMBA program participants are responsible for the entire cost of the flight to and from the United States. The EMBA program will cover costs of ground transportation, airfare between the two cities in the residency, lodging, course materials and some meals.

## CHAPTER IV MS Programs

MS in Accounting HEGIS #0502  
MS in Finance HEGIS # 0504  
MS in MIS HEGIS #0702  
MS in SCOM HEGIS #0599

### MS in Accounting

The Master of Science in Accounting program (Hegis #0502) is available to those who have completed an undergraduate accounting degree from a U.S. college or university and who seek to enhance their technical and professional skills through completion of an advanced degree in accounting. The curriculum described below assumes a student has had prior courses in U.S. auditing standards, U.S. taxation and advanced financial accounting. If the student's undergraduate degree does not include coursework that is standard for a U.S. accounting degree, additional courses will be required.

The one-year full-time curriculum, together with most undergraduate accounting programs, should satisfy the 150-hour educational requirement for certification and licensure as a certified public accountant (CPA) in most states. This is also the educational standard advocated by the American Institute of Certified Public Accountants (AICPA) and the New York State Society of CPAs. This MS Accounting program, together with an undergraduate degree in accounting, is a licensure-qualifying "registered program" with the NYS Education Department. This MS Accounting program, together with an undergraduate degree in accounting, is a licensure-qualifying 'registered program' with the NYS Education Department. The MS in Accounting program enhances technical training and critical thinking skills while building valuable expertise in specialized accounting areas that closely parallel the areas of practice within most CPA firms. Students will choose courses from three nine-credit to twelve-credit specialization tracks— financial accounting and assurance, internal audit and risk management, and taxation. Alternatively, students can plan a self-directed track, subject to departmental approval. The MS in Accounting program is designed not only to meet the requirements of the 150-hour licensing requirement of New York State (and most other states), but to also provide a competitive advantage for students seeking professional employment for the initial position and for subsequent opportunities.

Curriculum (30 credits)

**Fall Semester** (all courses are three-credit hours unless indicated otherwise)

#### **Core Courses:**

MGA 612—Taxation of Business Entities and Their Owners

MGA 614—Advanced Auditing

MGA 621—Data Analytics for Accountants

MGA 623—Introduction to Professional Tax Research (1.5 credits)

MGA 624—Research in Accounting and Auditing Standards (1.5 credits)

Track Course (1 course):

MGA 635—Global Financial Reporting (Financial Accounting and Assurance track), OR

MGA 640—Principles of Internal Audit (Internal Audit and Risk Management track) OR

MGA 652—Tax Planning for Multijurisdictional Entities (Tax track)

#### **Spring Semester**

#### **Core Courses:**

MGA 617—Advanced Topics in Management Accounting and Control, OR

MGA 618—Current Issues In Financial Reporting

Business Elective or Internship

#### **Track Courses:**

#### **For the Financial Accounting and Assurance track:**

MGA 637-Financial Statement Analysis and Valuation

MGA 643—Fraud Examination and Forensic Investigation

Business Elective

**For the Tax track:**

MBA 651—Tax Planning for the Closely-Held Business  
MGA 653—Advanced Topics in Corporate Taxation  
Business Elective

**For the Internal Audit and Risk Management track:**

MGA 641—Advanced Topics in Internal Audit  
MGA 642—Information Technology Audit  
MGA 643—Fraud Examination and Forensic Investigation

**Grading Policy**

Courses in the MS in accounting program with an MGA prefix (except MGA 648) must be taken for a letter grade. Students may take one of their business elective courses on a Satisfactory/ Unsatisfactory (S/U) basis. However, before doing so they should refer to CPA requirements in the state in which they desire certification in order to avoid restriction violations. Internships in the School of Management are evaluated on a Satisfactory/Failure (S/F) basis. Therefore, MGA 648 will receive a grade of either S or F.

## MS in Finance

This is a three-semester, full-time, 36-credit program with two alternative tracks: Financial Management (MS FM) or Quantitative Finance (MS QF). The curriculum in either track requires completion of eleven specific 3-credit courses plus a 3-credit integrative project supervised by faculty.

The MS FM track provides motivated and talented students with a finance-intensive program that includes both advanced financial theory and practical business applications. Students learn to become better financial strategists and policy-makers by enhancing their theoretical knowledge and analytical skills in the area of finance. By obtaining an MS in Finance via the MS FM track, a graduate can enhance his or her career opportunities in corporate finance, portfolio analysis and management, the management of financial institutions, and investment banking. Specific positions to which a graduate can aspire include, among others: portfolio manager; commercial lending officer; investment banker; corporate treasurer; and chief financial officer.

The MS QF track provides motivated and talented students with a curriculum that is intensive in mathematics, finance, and statistics. Students will learn to value existing complex securities and also to design new complex securities. The MS QF track curriculum program differs from the MS FM track curriculum in that the MS QF curriculum has an intense focus on advanced mathematics related to finance. Graduates of the program will be able to choose from a wide variety of career opportunities. For instance, a graduate might find a position with a multinational corporation, managing its foreign-exchange risk or its executive stock option program. Alternatively, a graduate might be hired by a major investment banking firm, designing complex corporate securities such as bonds or bi-lateral contracts involving derivatives. Still another graduate might be hired by a major commercial bank or other financial institution to manage its interest rate risk using derivatives. Another graduate could aspire to manage a mutual or pension fund's portfolio risk using derivatives.

### **Curriculum**

#### **The Financial Management Track (MS FM)**

FALL SEMESTER (First year)

MGF 633 Investment Management

MGF 661 Management of Financial Institutions

MGF 685 International Financial Management

One elective from set 1

ELECTIVE SET 1 (Choose 1):

MGA 604 Financial Analysis and Reporting

MGA 632 Financial Statement Analysis

MGF 632 Corporate Governance, Finance and Management

MGF 637 Financial Modeling

MGF 639 Security Trading and Exchange Design

MGF 646 Institutional Investing

MGF 675 Multinational Banking and Finance

MGF 691 Special Topics

One other *graduate* course may be approved by the program director as an elective.

SPRING SEMESTER (First year)

MGF 635 Financial Derivatives

MGF 641 Financial Policies and Strategy

One elective from set 2

ELECTIVE SET 2 (Choose any 1):

MGA 632 Financial Statement Analysis

MGE 602 Global Economics and the Business Firm

MGE 692 Special Topics

MGF 637 Financial Modeling

MGF 638 Fixed Income Securities

One other *graduate* course may be approved by the program director as an elective.

FALL SEMESTER (Second year)

MGF 696 Portfolio Theory and Strategy

Capstone Course\*

Two electives from Set 3

ELECTIVE SET 3 (Choose any 2)

MGA 604 Financial Analysis and Reporting  
MGA 632 Financial Statement Analysis  
MGF 632 Corporate Governance, Finance and Management  
MGF 637 Financial Modeling  
MGF 639 Security Trading and Exchange Design  
MGF 646 Institutional Investing  
MGF 657 Financial Innovation  
MGF 675 Multinational Banking and Finance  
MGF 691 Special Topics

One other *graduate* course may be approved by the program director as an elective.

\*Capstone Set (Choose one)

MGF 644 Conducting Research: Fixed Income Securities  
MGF 645 Conducting Research: Equities

**The Quantitative Finance Track (MS QF)**

FALL SEMESTER (First year)

MGF 633 Investment Management  
MGF 634 Quantitative Methods in Finance  
MGF 635 Financial Derivatives  
One elective from set 1

ELECTIVE SET 1 (Choose 1):

MGA 604 Financial Analysis and Reporting  
MGA 632 Financial Statement Analysis  
MGF 632 Corporate Governance, Finance and Management  
MGF 639 Security Trading and Exchange Design  
MGF 641 Financial Policies and Strategy  
MGF 646 Institutional Investing  
MGF 661 Management of Financial Institutions  
MGF 675 Multinational Banking and Finance  
MGF 685 International Financial Management  
MGF 691 Special Topics

One other *graduate* course may be approved by the program director as an elective.

SPRING SEMESTER (First year)

MGF 636 Complex Financial Instruments  
MGF 637 Financial Modeling  
MGF 638 Fixed Income Securities  
One elective from set 2

ELECTIVE SET 2 (Choose any 2):

MGA 632 Financial Statement Analysis  
MGE 602 Global Economics and the Business Firm  
MGF 641 Financial Policies and Strategy  
MGE 692 Special Topics

One other *graduate* course may be approved by the program director as an elective.

FALL SEMESTER (Second year)

MGF 696 Portfolio Theory and Strategy  
Capstone course\*  
Two electives from Set 3

ELECTIVE SET 3 (Choose 2):

MGA 604 Financial Analysis and Reporting  
MGA 632 Financial Statement Analysis  
MGF 632 Corporate Governance, Finance and Management  
MGF 639 Security Trading and Exchange Design  
MGF 641 Financial Policies and Strategy

MGF 646 Institutional Investing  
MGF 657 Financial Innovation  
MGF 661 Management of Financial Institutions  
MGF 675 Multinational Banking and Finance  
MGF 685 International Financial Management  
MGF 691 Special Topics

One other *graduate* course may be approved by the program director as an elective.

\*Capstone Set (Choose one)

MGF 644 Conducting Research: Fixed Income Securities

MGF 645 Conducting Research: Equities

### **Student Organizations**

The student chapter of the Financial Management Association (FMA) provides a forum for students with a keen interest in the finance field to associate with other students as well as finance professionals, to network, and to learn career-building skills.

## M.S in Management Information Systems

The Master of Science in Management Information Systems program (Hegis #0702) is a one-year, full-time, 31 credit program designed for those who have completed an undergraduate degree in business or a closely related field. Management Information Systems (MIS) is the name given to the application of computer related technology to managerial programs. There is of course a heavy technical component in the course work, but the program also provides students with the broad perspective needed to advance in their managerial careers. The business analyst of the future must be able to identify how technology can be applied to solving existing and new problems, but also how to leverage technology to realize strategic opportunities. Students will explore the application of computerized information systems, including Web technologies, to run a modern technology-based business. The Web, via e-commerce, has created a revolution in consumer-to-business and business-to-business transactions. The business analyst of the future must be able to identify how Web-based technologies can be applied to solving existing and new problems and how to leverage technology to realize strategic opportunities. Students will receive exposure to networking and data communications, database management systems, distributed computing, and to the various systems analysis and design development strategies.

Curriculum:

### FALL SEMESTER

MGS 607 Technology and Innovation Management  
MGS 613 Database Management Systems  
MGS 655 Distributed Computing  
2 Electives\*

### SPRING SEMESTER

MGS 614 Systems Analysis and Design  
MGS 616 Decision Support Systems  
MGS 625 Management of IT Projects  
MGS 649 MIS Practicum (1 credit)  
2 Electives\*

\*Electives: Select two from the following list:

MGS 601 Enterprise Models  
MGS 602 Global Information Technology Infrastructure Management  
MGS 610 Digital Forensics  
MGS 611 Management of Globally Distributed Services  
MGS 632 Seminar in Health Care Systems and Economics  
MGS 647 Supervised Research  
MGS 650 Information Assurance  
MGS 651 Management of Computer Networks  
MGS 653 Social Network Analytics  
MGS 657 Online Analytical Processing: Data Warehousing with SAS  
MGS 659 Seminar in Electronic Commerce

Or any graduate-level course, not exceeding one non-MGS course, other than required courses as approved by the department.

Each of the courses, except MGS 649, is three credit hours. The total program is 31 credit hours. **Students without a business background are required to take MGG 503, so the program will take 34 credit hours.**

### Grading Policy

Courses in the MS in MIS program with an MGS prefix (except MGS 649) must be taken for a letter grade.

Internships in the School of Management are evaluated on an S/F basis. Therefore, MGS 649 will receive a grade of either S or F.

## MS in Supply Chains and Operations Management

This is a one-year, full-time, 30-credit program, requiring nine three-credit courses offered by the School of Management, three-credit integrative project supervised by faculty if this is a conceptual project whether it is of a theoretical or of an applied nature. Alternatively, this project may be pursued under the aegis of a client organization, in which case the thesis will be supervised by a faculty member and an executive within the client organization. Thus there will be ample opportunities for learning theoretical and conceptual materials, which are validated with industry experience.

The objective of the MS degree program in Supply Chains and Operations Management (MS SCOM) is to develop graduates who intend to assume leadership positions in supply chain management, and manufacturing and service operations management, and contribute to the competitiveness of firms operating in the global, dynamic, 21st century marketplace.

During the last two decades, manufacturing and service industries were preoccupied mainly with firm-level improvement strategies, such as manufacturing resource planning (MRP II), just-in-time (JIT) systems and business process reengineering (BPR). In recent years, however, the need to improve inter-firm communication and coordination along the supply chain has come to be realized as the new frontier in improving operations management.

This has been largely in response to ever-increasing customer demands on product price, quality, lead-time, variety, and the need to pursue mass customization. This has forced companies to focus attention on not only internal operations, but also on ensuring coordinated response on the part of the entire supply chain, including suppliers and distributors.

Information systems and technologies (IS and IT), requires inter-organizational coordination mechanisms to become more efficient, creating unprecedented opportunities to improve supply chains. These trends present new imperatives for education programs that are better suited to serve the needs of the 21st century. This MS program was developed in response to the views expressed by industry practitioners.

Curriculum:

### FALL SEMESTER

MGO 631	Production and Inventory Planning
MGO 634	Project Management
MGO 636	Supply Chain Design, Modeling and Optimization
MGA 604	Financial Analysis and Reporting
MGI 601	Principles of Workforce Engagement (Managing Human Resources)

### SPRING SEMESTER

MGO 632	Strategic Quality Management
MGO 633	Supply Chains and Global Operations
MGO 637	Purchasing and Global Supply Management
MGO 638	Logistics and Global Distribution Management
MGO 647	Integrative Project supervised by faculty (3 credits)

### Student Organizations

The SCOM club is specific to the Supply Chains and Operations Management Concentration. The SCOM Club at UB will be unique from any other club of its kind at other universities because the UB SCOM Club aims to correspond with multiple professional organizations from greater Buffalo as an unofficial affiliate of the Buffalo Niagara Professional Alliance (BNPA). Members of the BNPA that the UB SCOM Club will work with include:

APICS: The Association for Operations Management  
ASQ: American Society for Quality  
NAPM: National Association for Purchasing Management

Each of these organizations has unique qualities as each of our SCOM students at UB has unique interests. The SCOM Club facilitates an interested student's ability to meet professionals, network, possibly join the professional organization and possibly meet a future employer.



Activities:

- Plant tours
- Guest speakers
- Networking events
- Professional development seminars offered by local chapters of national professional associations
- Group professional organization membership applications

## CHAPTER V Course Descriptions

Following are descriptions of all courses currently authorized by the faculty of the School of Management. A class schedule is issued before each term indicating which courses will be offered.

Prerequisites for specific courses indicate the normal preparation and provide for the proper sequencing of courses in a total program. It is to be understood, however, that students may also be admitted to a course with written consent of the instructor.

### MGA 603 FINANCIAL ACCOUNTING FOR MANAGERS (2)

This course introduces the concepts and framework of financial reporting and analysis that are essential in managerial decisions. The focus of the course is on the financial statements (e.g., balance sheet, income statement, and statement of cash flows) provided by business organizations to external users. The course covers the principles and applications of financial accounting and the use of accounting reports in managerial decision making, such as performance assessment, risk analysis, and business valuation.

FALL SEMESTER – MBA CORE ONLY – FIRST SEVEN WEEKS

### MGA 604 FINANCIAL ANALYSIS AND REPORTING (3)

This course provides an introduction to the fundamental concepts and issues of financial accounting with emphasis on the interpretation of financial statements. The course addresses the economic consequences of transactions and their presentation on corporate financial statements. A primary objective is to introduce corporate financial statements as a tool for company valuation and decision-making. Emphasis is on the analysis of effects of decisions on financial performance and use of financial statements to evaluate organizations.

OFFERED IN FALL BY FORCED REGISTRATION FOR MS SCOM

### MGA 605 ACCOUNTING FOR MANAGEMENT DECISION MAKING (2)

This course introduces the internal use of accounting information in managerial decisions involving strategic planning and control. The focus of the course is on the measurement of accounting information designed for managers' internal use and the analytical framework of managerial decision making based on the information. The course covers the principles and applications of costing decisions, strategic cost and value analysis, managerial performance evaluation, budgeting, and strategic planning.

OFFERED SPRING SEMESTER – MBA CORE ONLY – SECOND SEVEN WEEKS

### MGA 607 ADVANCED FINANCIAL REPORTING (3)

Reporting for combined corporate entities, spin-offs and reorganizations, international operations, financial instruments, governments and not-for-profit organizations. Current reporting issues and business applications are addressed using fact-based case studies and the professional literature.

Prerequisite: Two semesters of intermediate accounting and permission of instructor

OFFERED IRREGULARLY

### MGA 612 TAXATION OF BUSINESS ENTITIES (3)

An examination of the tax provisions governing C corporations, S corporations and partnerships throughout the business lifecycle, including transactions between the entity and the owner, conducted primarily through the study of tax law and case studies. Current and emerging tax policy issues will also be a key component of the course.

Prerequisite: MS Accounting student or permission of instructor

NORMALLY OFFERED IN FALL

### MGA 614 ADVANCED AUDITING (3)

Advanced-level examination of external auditing issues and practice, with major emphasis on the analysis and evaluation of audit risk. Emphasis is on case analyses using internet-based cases and high risk real life audit cases, presented in an Advanced Auditing publication. The use of the casebook provides student with opportunities to develop a much richer understanding of the essential underlying issues involved in auditing, while developing critical thinking, communication and interpersonal relationship skills. Emerging issues in auditing are identified and analyzed using audit concepts learned in the introductory auditing course.

Prerequisite: MS Accounting student or permission of instructor

NORMALLY OFFERED IN FALL

### MGA 617 ADVANCED TOPICS IN MANAGEMENT ACCOUNTING AND CONTROL (3)

Applications-based analysis of current management accounting topics, including revenue management, activity-based management, value chain analysis, capacity management, target costing, benchmarking, and the balanced scorecard. Emphasis is on case analyses and data analytics demonstrating the role of management accounting

information in actual business decisions. A service learning project involving a community based nonprofit entity will be completed.

Prerequisites: MS Accounting student or permission of instructor  
NORMALLY OFFERED IN SPRING

#### MGA 618 CURRENT ISSUES IN FINANCIAL REPORTING (3)

The objective of this course is to develop skills in solving current financial accounting problems when accounting standards are vague or nonexistent. A particular emphasis is placed on case analysis. To achieve the course objective, students will: (1) enhance research skills through the use of professional accounting literature; (2) develop analytical and critical thinking skills through analyzing accounting cases and arriving at defensible solutions; (3) improve oral and written communication skills through presenting research conclusions in a professional manner.

Prerequisite: MS Accounting student or permission of instructor  
NORMALLY OFFERED IN SPRING

#### MGA 619-620 SEMINARS: SPECIAL TOPICS IN ACCOUNTING (3-3)

Prerequisite: Permission of instructor  
OFFERED IRREGULARLY

#### MGA 621 DATA ANALYTICS FOR ACCOUNTANTS (3)

An in-depth study of data related to key business process risks and internal controls, financial statement analysis, and tax analysis. Critical thinking skills are enhanced by applying accounting concepts and knowledge learned in other courses to data sets. Effective communication of the data analysis results to management is included. Experience using Microsoft Excel, Computer Assisted Audit Tools (CAAT's), and web based business intelligence software is provided.

Prerequisite: MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN FALL

#### MGA 623 INTRODUCTION TO PROFESSIONAL TAX RESEARCH (1.5)

The objective of this course is to develop a working knowledge of the basics of federal income tax research. The course will examine the major sources of federal income tax authority and their application and hierarchy; develop familiarity with major professional tax research tools; apply critical thinking and ethical standards in researching, analyzing and reaching conclusions regarding tax scenarios; and expand professional communication skills.

Prerequisite: MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN FALL

#### MGA 624 RESEARCH IN ACCOUNTING AND AUDITING STANDARDS (1.5)

The objective of this course is to develop students' skills in performing and communicating accounting and auditing research. To achieve this objective, students will: 1) Learn to apply a step-by-step research process to open-ended accounting and auditing problems; 2) Become familiar with the research databases applicable to different research environments (corporate, governmental, auditing, and international); 3) Become proficient using key research databases, particularly the FASB Codification, eIFRS, and GARS Online (from the GASB); and 4) Improve oral and written communication skills through discussions of accounting issues and written analysis of accounting problems.

Prerequisite: MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN FALL

#### MGA 632 FINANCIAL STATEMENT ANALYSIS (3)

Development of a framework for the analysis of financial statements: study of the firm's competitive environment and business strategy, critical review of accounting quality, assessment of financial condition, and evaluation of future prospects. Methods for translating forecasts into firm value estimates are studied, as well as the use of the analysis framework in making specific business decisions, such as investing in equity securities and evaluating firms' creditworthiness.

Prerequisites: MGA 603 and, MGF 611  
NORMALLY OFFERED IN SPRING

#### MGA 635 GLOBAL FINANCIAL ACCOUNTING (3)

Study of the institutional structure of global capital markets, international reporting standards, and financial reporting practices worldwide. Analysis of financial statements of non-U.S. firms from various regions, with particular attention to reporting and disclosure incentives. The economic consequences of adopting international reporting standards are studied using various cross-sectional and event-study approaches.

Prerequisite: MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN FALL

#### **MGA 637 FINANCIAL STATEMENT ANALYSIS AND VALUATION**

This course discusses how a company reports the value generated by its business in its financial statements and how the judgments and incentives affect the company's reporting decisions and quality of accounting information. It covers various financial statement analysis tools that help students understand the company's current and future profitability and risk. By using these tools, students will practice various valuation models to estimate the company's intrinsic value.

Prerequisite: MS Accounting student, or permission of instructor

**NORMALLY OFFERED IN SPRING**

#### **MGA 640 PRINCIPLES AND PRACTICE OF INTERNAL AUDITING (3)**

The Principles and Practice of Internal Auditing is a course that helps students develop the necessary skills for performing assurance and consulting services in the field of internal audit. The course concentrates on specific techniques used in internal auditing. Students will learn how to apply the Institute of Internal Auditors International Professional Practices Framework (IPPF) and evaluate issues related to risk, governance, and control in conducting internal audit engagements. Students will also learn about the use of enterprise risk management (ERM) such as the COSO framework, internal control identification, design and evaluation.

Prerequisite: MS Accounting student, or permission of instructor

**NORMALLY OFFERED IN FALL**

#### **MGA 641 ADVANCED TOPICS IN INTERNAL AUDIT (3)**

Advanced topics in internal auditing is a course that helps students develop the necessary skills to performing assurance and consulting services in the more complex areas of internal audit. It covers specialized areas as auditing global capital markets clients and operational and process auditing. The course concentrates on specific techniques used in auditing specific industries such as financial institutions, health care, manufacturing and retail. Classroom presentations are supplemented by analysis of joint instructor/practitioner developed cases.

Prerequisite: MGA 640, or permission of instructor

**NORMALLY OFFERED IN SPRING**

#### **MGA 642 INFORMATION TECHNOLOGY AUDIT (3)**

This course presents information systems and technology audit, internal control concepts, and management practices. As business continues toward a more substantial reliance upon the capabilities of information systems and other technologies, it becomes increasingly important for auditors to understand information systems and technology and how they relate to financial reporting and other types of internal controls. Upon completion of this course, students will be able to conduct audits of information systems and technology.

Prerequisites: MGA 613, MS Accounting student or permission of instructor

**NORMALLY OFFERED IN SPRING**

#### **MGA 643 FRAUD EXAMINATION AND FORENSIC INVESTIGATION (3)**

An in-depth study of the methods used by forensic and/or investigative accountants to conduct financial fraud investigations. Topics include fraud auditing and fraud examination, litigation support, valuation, identity theft, public record research, interview and interrogations and other emerging forensic techniques and data analytic procedures. Students will be challenged to think "beyond the numbers," integrating and applying knowledge of related disciplines such as accounting, economics, finance, criminology, psychology, organizational behavior, law, and computer science to think like investigators and develop skills leading to the presentation of investigative/research results in a clear, concise, and professional manner.

Prerequisites: MS Accounting student or permission of instructor

**NORMALLY OFFERED IN SPRING**

#### **MGA 647 SUPERVISED RESEARCH (1-6)**

Instructional and practical experience in the skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending upon type and amount of research activity. May be taken for credit more than once.

Prerequisite: Permission of department chairman

#### **MGA 648 INTERNSHIP (3)**

**OFFERED IN SPRING**

#### MGA 651 TAX PLANNING FOR THE CLOSELY-HELD BUSINESS

This course introduces the tax planning issues and opportunities relevant to assisting a closely-held business and its principals throughout their respective lifecycles. The course will integrate the concepts of choice of entity, financing, compensation planning, retirement and other employee benefit planning, gift and estate planning and inter-generational ownership transfers.

Prerequisites: MGA 612, MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN SPRING

#### MGA 652 TAX PLANNING FOR MULTIJURISDICTIONAL ENTITIES (3)

This course introduces the tax issues involved when corporations operate in multiple jurisdictions, addressing topics relating to both multistate and international taxation.

Prerequisites: MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN FALL

#### MGA 653 ADVANCED TOPICS IN CORPORATE TAXATION (3)

MGA 653 is a continuation of the study of the U.S. income tax law governing corporations and their owners that began in MGA 612. This course will focus on some of the more complex income tax issues encountered by established C corporations including consolidated tax returns, corporate liquidating distributions corporate acquisitions and reorganizations and advanced tax accounting issues.

Prerequisites: MGA 612, MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN SPRING

***\* Registration in MS Accounting courses is limited to students enrolled in the MS Accounting program. Other graduate students with a minimum grade of B in each prerequisite course may enroll on a space available basis, with the approval of the instructor.***

#### MGB 607 LEADERSHIP AND MOTIVATION (3)

This course will help students begin developing leadership skills. Various ideas about what leadership is, how it is practiced, and how it can be evaluated will be covered.

Students will learn about the relevance of leadership to the work motivation of individuals, to the effectiveness of groups, and to overall performance of firms. Opportunities to assess and explore alternatives to their own leadership characteristics and styles will be provided.

OFFERED IN FALL OR SPRING

#### MGB 610 ORGANIZATIONAL BEHAVIOR (2)

This course focuses on developing: (1) A framework for understanding organizational and managerial issues through the lens of individual, group, and organizational processes. (2) Diagnostic skills by analyzing problems and developing action plans. (3) Knowledge of self and individual differences to enhance adaptability, appreciation of diversity, and a global perspective. (4) Reflective thinking on applicable experience through written self-expression. (5) Proficiency in group dynamics and in managing task and maintenance functions in a team.

OFFERED IN FALL – MBA CORE ONLY – 14 WEEKS

#### MGB 611 TEAM SKILLS (1)

This course focuses on the students' practical experience in their first-semester MBA teams as a foundation for developing effective team skills. It is integrated with the conceptual framework provided in the organizational behavior core course.

Students will engage in a series of team development activities, receive one-on-one and team coaching from second-year MBA team mentors, give and receive peer feedback at multiple points in multiple core courses, and form action plans for continuous improvement of individuals and the team as a unit.

OFFERED IN FALL – MBA CORE ONLY – 14 WEEKS

#### MGB 619-620 SEMINAR: SPECIAL TOPICS IN ORGANIZATION (3-3)

Prerequisite: Permission of instructor

#### MGB 620 Special Topics in Executive Development (4) – Emotional Intelligence (Continuing Thesis) EMBA Only

Success in today's organizations depends on your ability to learn and adapt quickly to new and changing situations. The objective of this course is, therefore, to prepare students to be life-long adapters. The course is based on a model of self-directed learning and development. This process will help students, throughout their careers, in understanding and formulating their own vision, in assessing their skills and abilities and designing plans to reach their objectives. By mastering this basic process, students will gain the ability to identify personal strengths and limitations, to develop leadership skills and to lead others effectively. In order to achieve the objectives of this course you will: a) Generate data through a variety of assessment methods designed to reveal your interests, abilities, values, and knowledge related to managerial effectiveness; b) Learn how to interpret these data and use them so that you can design your own personal developmental plan.

**MGB 625 POWER AND INFLUENCE (3)**

This course will provide students with an understanding of the nature of power and political processes in complex organizations. The particular focus will be on understanding how power and influence can be developed and used to get things done when responsibilities exceed formal authority. Cases, critical incidents, and experiential exercises will be used to consider various strategies and tactics. Various moral and ethical issues will also be explored.

**NORMALLY OFFERED ONCE PER YEAR**

**MGB 647 SUPERVISED RESEARCH (1-6)**

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours depending upon type and amount of research activities. May be taken for credit more than once.

Prerequisite: Permission of department chairman

**MGB 666 LEADERCORE™ DEVELOPMENT I (2)**

As the first of two required courses of the MBA LeaderCORE program, this course will: a) help students identify areas of improvement (either strengths to be capitalized on or weaknesses to be mitigated) in selected core competencies, b) provide guidance for improvement, and c) define a developmental plan. This course offers person-centered learning with the guidance of multiple professionals and serves as the prerequisite to LeaderCORE Development II.

Prerequisite: LeaderCORE™ program acceptance

**OFFERED IN SPRING**

**MGB 667 LEADERCORE™ DEVELOPMENT II (2)**

As the second of two required courses of the MBA LeaderCORE™ program, the focus will be a developmental, stretch experience enhancing skills to influence and organize others to accomplish key goals in a real work context. Students will have the opportunity to develop and build skills in line with their individualized development plan prepared in LeaderCORE Development I. Students will also continue the person-centered learning with the guidance of multiple professionals provided in LeaderCORE Development I.

**OFFERED IN FALL**

**MGE 602 THE GLOBAL ECONOMY AND THE BUSINESS FIRM (3)**

This purpose of this course is to provide business students with six core abilities in macro/global economics: to understand the historical debate between government's role and free enterprise in the economy; to understand the components of the aggregate demand for goods and services; to be able to predict the effects of monetary policy on interest rates, prices, and national income; to understand the benefits of long term supply side changes and the policies that affect supply-side economics, to understand the impact of international trade and financial investment flows on interest rates, exchange rates and national income; and to be able to predict how various economic policies affect the long term growth potential of both developed and emerging markets.

Prerequisite: MGE 604 or undergraduate economics course

**NOT OFFERED ON A REGULAR BASIS**

**MGE 604 BUSINESS ECONOMICS (2)**

Economics is the foundation of all business decision-making and functions. This course covers the necessary basics of economics, both qualitatively and quantitatively. It applies economic theory and methodology to everyday business problems and issues. Topics include demand analysis, cost estimation, pricing and profitability. Theory will be supplemented with real-world hands-on practice. Every attempt will be made to show how economics applies to all functional areas in business.

**OFFERED IN SPRING – MBA CORE ONLY – FIRST SEVEN WEEKS**

**MGE 692 SEMINAR: SPECIAL TOPICS IN ECONOMIC STRATEGY (3)**

The course examines the theory and applications of price discrimination, asymmetric information, strategic behavior (game theory), adverse selection, signaling, principal/agent conflicts, incentives and market failure. Applications of the theory will be on the underpricing of initial public offerings (IPOs), the pricing strategy of firms in financial markets, competition (or lack of competition) in markets such as cell phones, internet access and financial services, the pricing of carbon offsets and many other real examples where economic theory can help explain and provide guidance for a firm's strategy.

**NORMALLY OFFERED IN SPRING**

**MGE 647 SUPERVISED RESEARCH (1-6)**

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending upon type and amount of research activities. May be taken for credit more than once.

Prerequisite: Permission of department chairman

**MGE 648 INTERNSHIP**

OFFERED IN FALL, SPRING AND SUMMER

**MGE 690 SEMINAR: SPECIAL TOPICS IN BUSINESS ECONOMICS (3)**

NOT OFFERED ON A REGULAR BASIS

**MGE 691 SEMINAR: SPECIAL TOPICS IN ECONOMIC POLICY (3)**

NOT OFFERED ON A REGULAR BASIS

**MGF 611 FINANCIAL ANALYSIS FOR MANAGERS (2)**

The purpose of this course is to study the financial decisions of the firm. Our goal is to develop a theoretical framework which will enable us to better understand and evaluate corporate financial decisions.

OFFERED IN FALL – MBA CORE ONLY – SECOND SEVEN WEEKS

**MGF 632 CORPORATE GOVERNANCE, FINANCE AND MANAGEMENT**

The objective of this advance graduate course is to understand how institutions and leaders create value for their internal and external constituents by examining corporate governance and its respective nomenclatures. Corporate governance involves the set of policies, processes, and customs by which an institution is directed. Corporate governance is a subject of growing importance in finance and strategic management. Applied in format, the course will approach from a perspective of an institutional investor. Furthermore, the course will interrogate recent failures of corporate governance.

Prerequisite: Intro Finance and Financial Accounting

NORMALLY OFFERED IN THE FALL

**MGF 633 INVESTMENT MANAGEMENT (3)**

This course provides students with a general understanding of the operation of capital markets and basic analytical tools of investment management. Specifically, the course covers such topics as principles of valuation, risk analysis, modern portfolio theory, Capital Asset Pricing Model (CAPM), market microstructure, index models, arbitrage pricing models, bonds and common stocks valuation, efficient market hypotheses, investment management, and option pricing models.

Prerequisite: MGF 611

NORMALLY OFFERED IN FALL AND SPRING

**MGF 634 QUANTITATIVE METHODS IN FINANCE**

The objective of this course is to ensure students have a solid foundation in the mathematical foundations required to understand and work with complex financial securities and derivatives. This foundation will be useful in higher level finance courses and as practitioners working in financial markets. Topics covered include stochastic calculus, continuous time finance, numerical methods, finite differences, and Taylor series approximations. Applications from finance such as bond pricing, option pricing and portfolio theory are used as examples to illustrate the mathematics.

NORMALLY OFFERED IN FALL

**MGF 635 FINANCIAL DERIVATIVES**

The objective of this course is to give students an understanding of the wide range of derivative financial securities including forwards, futures, swaps and options. Financial securities and markets are changing rapidly and the objective of this course is to help students be better prepared to enter a career in finance. Students will learn how these securities are priced and used in risk management and speculative strategies by individuals and companies.

NORMALLY OFFERED IN FALL AND SPRING

**MGF 636 COMPLEX FINANCIAL INSTRUMENTS (3)**

This course deals with pricing and market mechanisms of such complex financial instruments as options, futures, and assets with contingent payoff structures. Some of the pricing models used in the course will be based on stochastic models and partial differential equations. The investment usefulness of the financial instruments as well as applications of the pricing models of options are thoroughly covered.

Prerequisites: MGF 634 IS REQUIRED

NORMALLY OFFERED IN SPRING

### MGF 637 FINANCIAL MODELING (3)

This course covers the models of corporate finance and investments. We will cover how to use spreadsheet programs, such as Microsoft Excel, to build and analyze financial models. The financial models we will review are pro forma financial statement analysis, cost of capital modeling, portfolio management modeling, etc. Also, other empirical models of corporate finance and asset pricing will be introduced, such as time series properties of stock return etc. Although MGF633, MGF 641, and MGF 642 are not prerequisite for this course, taking those courses simultaneously will be plus.

Prerequisite: MGF 611, MGF 633 recommended

NORMALLY OFFERED IN FALL AND SPRING

### MGF 638 FIXED INCOME SECURITIES DESCRIPTION (3)

This is a course about fixed-income securities and markets. It covers topics that are important for any MBA student that anticipates hedging interest rate exposures or otherwise transacting in the fixed-income market. The course reviews basic bond pricing concepts and important features of interest rate futures and options contracts. It also introduces a few (somewhat complicated) models of the term structure.

This is a rigorous course that requires students to be familiar with basic investments and calculus concepts. While MGF633 is not a prerequisite for this course, students that are taking MGF633 simultaneously with the course will be better prepared. Like most finance courses, the course focuses more on lasting financial principles than on current institutional details.

Prerequisite: MGF 611, MGF 633 recommended

NORMALLY OFFERED IN SPRING

### MGF 639 SECURITY TRADING AND EXCHANGE DESIGN

This course is broken into three segments. In the first segment we'll learn about the trading process and how it works. Students will gain a solid understanding of order types, exchange designs, and the different types of participants in our markets. In the second portion of the course we'll focus on the basics of algorithmic trading strategies. Students will examine how traders design trading strategies and order types to trade electronically. Students will have the opportunity to demonstrate this learning through an in-class competition. The last segment of the course covers current topics in microstructure. The U.S. markets have undergone tremendous change in the past 10 years and as a result there are numerous policy questions that are open for debate. We will cover topics such as the impact of High Frequency Trading, why the increased usage of Dark Pools, and how behavioral bias made influence trading.

Prerequisite: MGF 611 or 631

NORMALLY OFFERED IN THE FALL SEMESTER

### MGF 641 FINANCIAL POLICIES AND STRATEGIES (3)

The course emphasizes financing policies, e.g., capital structure policies, maturity decisions, dividend decisions, and determining financing needs and how to design optimal, long-term financing arrangements, including capital structure planning. The concept of the market for corporate control is introduced as a means of management discipline. Three to six comprehensive cases are used.

Prerequisite: MGF 611

NORMALLY OFFERED IN FALL AND SPRING

### MGF 643 STRATEGIC FINANCIAL MANAGEMENT AND VALUE CREATION (3)

This course develops an understanding of how financial management decisions help create shareholder value. Many decision problems such as valuation, capital budgeting, and strategic investment decisions are examined. The course emphasizes skills and abilities to apply analytical reasoning to complex, practical problems. It will provide students with valuation skills useful for buy-side analysts as well as financial managers who will deal with restructuring of assets and liabilities, and mergers and acquisitions. Many cases will be used.

Prerequisites: MGF 611, MGF 633

NOT OFFERED ON A NORMAL BASIS

### MGF 644 CONDUCTING RESEARCH: FIXED INCOME SECURITIES (3)

Students will learn to conduct research using one or more fixed-income databases. The learning process includes a limited number of lectures on fixed-income pricing theory and models, formal training on accessing and analyzing data from the database(s), and guidance in the development and presentation of a professional research report.

Prerequisite: MGF 633

NORMALLY OFFERED IN FALL



**MGF 645 CONDUCTING RESEARCH: EQUITIES (3)**

Students will learn to conduct research using one or more databases that contain accounting and market equity data. The learning process includes a limited number of lectures on empirical finance and financial analysis, formal training on accessing and analyzing data from the database(s), and guidance in the development and presentation of a professional research report.

Prerequisite: MGF 633

NORMALLY OFFERED IN FALL

**MGF 646 INSTITUTIONAL INVESTING**

This seminar examines investment management in theory and practice, analyzing asset allocation, investment strategy and manager selection from the perspective of an institutional investor. Institutional Investors, herein, are defined as Endowments, Public Funds, Corporate Pensions, Foundations, Sovereign Wealth Funds, and Central Banks. The class considers various investment opportunities, focusing on issues of market efficiency, risk and return characteristics, and manager strategies and incentives.

Prerequisite: Intro Finance and Financial Accounting

NORMALLY OFFERED IN THE FALL

**MGF 647 SUPERVISED RESEARCH (1-6)**

Instructional and practical experience in the skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending on the type and amount of research activities. May be taken for credit more than once.

Prerequisite: Permission of department chairman

**MGF 648 INTERNSHIP (3)**

OFFERED FALL, SPRING, AND SUMMER

**MGF 656 ACQUISITIONS TRANSACTIONS (3)**

This course is devoted to an in-depth analysis of one or more transactions for the purchase of a business entity. The focus of the course will be the perspectives and concerns of the buyers. We will also review the perspectives and concerns of each of the other major participants in the transaction and identify how these perspectives and concerns are reflected in the ultimate structure of the transaction and the associated documentation. This course is co-taught by School of Law and School of Management faculty, and is cross-listed with LAW856.

Prerequisite: Permission of Instructor

OFFERED IN FALL

**MGF 657 FINANCIAL INNOVATION (3)**

This course introduces students to financial innovations and new products in the financial system. The course provides a general understanding of the financial evolution process, the causes and consequences of financial innovations, and the cost and value of these innovations. The course covers such topics as theory of financial innovation, the financial engineering process, birth and growth of new financial products, financial innovations and new debt, equity and derivative products, and the role of financial instruments in financial, investment and risk management. The course emphasizes the motivations of financial innovation and methods to design financial instruments to solve complex financial problems and enhance investment returns.

Prerequisite: MGF 611

OFFERED IN FALL

**MGF 658 MERGERS AND ACQUISITION STRATEGY AND FINANCING (3)**

Examines the development of the private equity and venture capital industries over the past 20 years. Students will learn the various aspects of identifying, analyzing, structuring and financing acquisitions. This will provide an in-depth study of the business concepts reflected in the legal documents analyzed in the existing course MGF 656 / LAW 856 Acquisition Transactions.

NORMALLY OFFERED IN FALL

**MGF 661 MANAGEMENT OF FINANCIAL INSTITUTIONS (3)**

The financial services industry is very dynamic and continues to undergo dramatic changes.

Many forces contribute to the changes including interest rates, overall market and credit factors, consolidation within the industry, and regulations. From this perspective, the course explores the basic management problems in the credit, investment, and financing administration functions of financial institutions, including commercial banks in the United States and abroad.

Prerequisite: MGF 611

NORMALLY OFFERED IN FALL

### MGF 685 INTERNATIONAL FINANCIAL MANAGEMENT (3)

This course is designed to familiarize students with several basic areas of international financial management, including foreign exchange markets, international financing and investment decisions, international financial markets, transfer pricing, and selected policy issues. In all these fields, theory, applications, and cases are equally emphasized. Typical topics include international financial accounting; speculating, covering, and hedging activities in foreign exchange markets; translation, economic and political risks; arbitrage operations; capital budgeting; the cost of capital and international capital asset pricing; and the determination of security prices.

Prerequisites: MGF 611, MGQ 606

NORMALLY OFFERED IN FALL

### MGF 696 PORTFOLIO THEORY AND STRATEGY (3)

This course focuses primarily on stock investment strategies for active investors in inefficient markets and secondarily on portfolio strategies in efficient markets. Students will gain an understanding of the technical analysis of price movements, psychology of market participants, and multi-factor expected return models. Typical investment approaches such as value and growth investing are thoroughly examined.

Prerequisites: MGF 633 and permission of instructor

NORMALLY OFFERED IN FALL

### MGG 503 INTRODUCTION TO BUSINESS (3)

This is a foundation course intended to prepare students with little or no background in management for master's-level study in specific business disciplines. At the end of the course, students will: understand the general environment of doing business and the factors that influence its conduct; be generally familiar with the purpose and different ways of doing business; have built the necessary conceptual skills for making business decisions and plans; have enhanced their organizational behavior skills and personal interaction skills as needed in a global business environment; and have attained basic technical knowledge of the different aspects of the business. Students learn that strategy drives the functioning of business, and that the economic and legal environments influence both strategic choices and functional decision-making. Students will also learn about the different functions of business and their relationship to the mission, strategies and goals of the organization. The focus is on: marketing products and services; managing human resources; and developing operating systems and information technologies that maximize value for the organization.

**May not be taken by MBA students. For MS students without undergraduate business degree ONLY.**

### MGG 601 CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY (1.5)

The focus of this course is on corporate social responsibilities in the general context, as well as in the specific context of the notion of sustainability. Its aim is to teach students about how to be good business managers who can: (1) recognize the ethical and social responsibilities (and often dilemmas) that typically permeate many of their professional decision contexts; and (2) use that recognition to proactively seek out strategies that enable them to "do well by doing good." At a much broader level, this course is related to the ongoing societal dialogue about what our society should be and what role should businesses play in achieving that goal. It will help students in developing an intelligent understanding of that continuing, evolving, and dialogic.

OFFERED IN FALL – MBA CORE ONLY – SECOND SEVEN WEEKS

### MGG 622 SPECIAL TOPICS: LEADERSHIP DEVELOPMENT (3)

*Leadership development* is the process of enhancing your skills to influence and organize others to accomplish key goals. It goes beyond knowledge of leadership theories by focusing on building skills to inspire and organize people to achieve tangible results. Four goals for the course:

1. To increase your understanding of your own strengths, proficiencies, and development needs.
2. To build your repertoires of influence tactics, so that you can expand your personal spheres of influence to accomplish personal and/or organizational goals.
3. To enhance your confidence for tackling leadership challenges as well as your resilience for dealing with obstacles so that you can achieve desired results.
4. To make this a useful, fun, and interesting course that will significantly accelerate your leadership development.

OFFERED BASED ON DEMAND

### MGG 633 MODELING MANAGERIAL PROCESSES

Historically, managers have considered decision making as an art; something learned by trial and error; something based on creativity, judgment, intuition, and experience. This course gives you a structured way of attacking a wide range of real problems, using data-driven analysis to guide decision-making.

We will consider how to think about and manage uncertainty and risk, how to translate data about the business into useful insights, how to put value on various courses of action, and how to generally make informed decisions. The main focus of the course will be on modeling decisions in the spreadsheet environment, illustrated by applications from operations, finance, marketing, and human resources. The approaches and techniques for decision-making are

useful throughout the firm, both within functional areas and for the essential management challenge of working across functional boundaries.

MBA Only or PI

NORMALLY OFFERED IN SPRING

#### MGG 635 BUSINESS COMMUNICATIONS (1.5)

The purpose of this course is to emphasize the importance of effective communication techniques in an organizational setting and to provide grounding in communication skills essential to success in the business world. Team communication skills are also emphasized.

*Students will have the opportunity to understand leadership and communication strategies, and develop their business writing skills through several assignments and class activities. Focus will be placed on improving students' ability to communicate clearly, logically and effectively.*

Students will have the opportunity to develop oral skills primarily through active learning. Of all management and communication topics, oral presentation skill is the one least suited to a lecturing or discussion form of learning. Giving a presentation is an emotional as well as a practical experience; therefore, practice and involvement, in addition to theoretical input, are vital to enhancing individual ability, refining skills and building confidence. Few people are naturally skilled presenters and most are concerned about putting themselves, their thoughts, and ideas across in the most effective way. Hence, the assignments and activities included in this course have been chosen from extensive, first-hand experience of experts in the communication field. They aim to help individuals learn to self-critique, and develop their ability to coach their co-presenters and colleagues as well.

OFFERED IN FALL – MBA CORE ONLY – FIRST SEVEN WEEKS

#### MGG 640 THEORY AND PRACTICE OF NEGOTIATIONS (3)

This course is an introduction to the analytical concepts necessary for effective negotiations. Emphasis is on the negotiation and bargaining skills required by general managers. Classroom lectures are supplemented by experiential exercises.

NORMALLY OFFERED IN FALL

Reserved for second-year students

#### MGG 643 TEAM BUILDING (3)

This course focuses on recent approaches to team building that typically occur in most high performing organizations. The course relies on in-class exercises as well as team projects to teach in applied terms how to lead and function as a member of self-directed and cross-functional teams.

NORMALLY OFFERED ONCE PER YEAR

Prerequisite: MGB 608/609 or permission of instructor

#### MGG 650 CONSULTING PRACTICES (3)

This is a practical, hands-on course that will focus on the concepts, tools, and techniques associated with being a successful consultant and agent of change. The course covers the nuts-and-bolts of the consulting relationship. Students will learn about contracting, managing the relationship, and alternative deliverable formats. Students will also learn about the dynamics of change in organizations and the processes that create and sustain organizational development. Students will engage in the design and execution of a group consulting project in a local organization.

NORMALLY OFFERED IN SPRING – SECOND YEAR MBAS ONLY

#### MGH 631 INTRODUCTION TO HEALTH CARE ORGANIZATION

Broad introduction to health care delivery in the U.S. Examines topics such as health manpower, ambulatory care, hospitals, long-term care, managed care, financing, cost containment, and quality of care.

Prerequisite: None

NORMALLY OFFERED IN FALL

#### MGH 632 HEALTH CARE STRATEGY AND OPERATIONS (3)

This course covers the application of management knowledge and skills in the strategic guidance and operational direction of health systems service organizations. Attention is given to unique aspects of the challenge of managing the delivery of health services, particularly to such issues as managing relationships with medical staffs, regulatory bodies, other professional groups, and third party payers.

The integration of management functions such as finance and accounting, marketing, human resources, and service production, amidst rapidly changing expectations will also be covered in assigned case analyses.

Prerequisite: MGH 631 or permission of instructor.

NORMALLY OFFERED IN SPRING

**MGH 633 - INTRODUCTION TO HEALTH ECONOMICS (3)**

Provides the student with the ability to apply economic reasoning to health care markets. Topics include discussion of the organization of the hospital, payment systems, costs and charges, markets for physician services, cost-effectiveness analysis, outcomes research, and health care reform.

Prerequisite: None

NORMALLY OFFERED IN SPRING

**MGH 634 - EPIDEMIOLOGY AND HEALTH POLICY (3)**

Examines the potential role and recent use of epidemiological findings in formulating public health policy related to treatment and prevention of diseases, and health manpower issues. Focuses on epidemiological evidence for and against specific policy positions and implementations of public health measures.

Prerequisite: None

NORMALLY OFFERED IN SPRING

**MGH 641 – THE BUSINESS OF HEALTH CARE (3)**

This course is designed to be an overview of the health care industry and a framing of the severe challenges facing leaders in field. It will take a business approach to the issues presented, but will always juxtapose financial issues with value creation. It begins with a short look at classic economics, and why they do not always apply in health care. It will take an in-depth look at the Patient Protection and Affordable Care Act, and the implications it has on all parts of the industry. It will follow with a review of each component of the industry: government, health plans, employers, providers, and suppliers. Each review will focus on the unique challenges leaders are facing in a dynamic, changing environment.

Prerequisite: None

NORMALLY OFFERED IN FALL

**MGH 642 – INNOVATORS IN HEALTH CARE (3)**

The class will focus on the major challenges facing the health care industry and innovative solutions being developed across the country. Topics will include access, cost, long-term value analysis, implementing the Accountable Care Act, government and private health plans, accountable care organizations, electronic medical records, health information exchanges, centers of excellence, managing chronic disease, end-of-life issues, primary and preventative care, private practice, and collaboration and teamwork.

Prerequisite: None

NORMALLY OFFERED IN SPRING

**MGH 648 – HEALTH CARE PRACTICUM (3)**

OFFERED FALL, SPRING AND SUMMER

**MGI 601 PRINCIPLES OF WORKFORCE ENGAGEMENT (3) (Formerly: Managing Human Resources)**

This course will examine Human Resources from a strategic perspective, emphasizing the contribution of HR decisions to the development of a high performance organization. HRM will be treated as a dynamic system that enables organizations to cope more quickly and effectively with a rapidly changing environment. The course will emphasize those topics, such as reward systems, performance management and the selection and retention of high performance employees that confront managers in a variety of organizational roles. Emphasis will be given to the identification, evaluation and solution of specific HR problems facing managers with these responsibilities.

NORMALLY OFFERED IN FALL

**MGI 602 ADVANCED TOPICS IN WORKFORCE MANAGEMENT (3)**

The course focuses on the critical contribution that the management of people plays in the success of any organization. Using a variety of methodologies, selected topics will be explored in depth. These will be of general interest and broad applicability, for example talent management, rather than of relevance only to HR specialists. Using the organization's environment, strategies and performance objectives as the context, we will focus on how workforce-related processes and practices add value to the organization's stakeholders and thereby drive the desired results.

Prerequisite: MGI 601

NORMALLY OFFERED IN SPRING

**MGI 647 SUPERVISED RESEARCH (1-6)**

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending upon type and amount of research activities. May be taken for credit more than once.

Prerequisite: Permission of department chairman

MGI 648 INTERNSHIP (3)  
OFFERED FALL, SPRING, AND SUMMER

MGM 615 MARKETING FOR MANAGERS (2)  
The course provides an elementary introduction to some of the tools, techniques, and concepts in marketing. Utilizing a combination of lectures and cases, the course will touch on topics dealing with analysis of the market, customer behavior, market segmentation, product positioning, branding, and communication.  
OFFERED IN FALL – MBA CORE ONLY – SECOND SEVEN WEEKS

MGM 647 SUPERVISED RESEARCH (1-6)  
Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit: up to 6 hours, depending upon type and amount of research activities. May be taken for credit more than once.  
Prerequisite: Permission of department chairman

MGM 648 INTERNSHIP (3)  
OFFERED FALL, SPRING, AND SUMMER

MGM 651 CONSUMER BEHAVIOR (3)  
Pertinent theoretical and empirical findings about the behavior of consumers and industrial and institutional buyers are discussed. Topics include motivation, learning, attitude formation, attitude change, and the relation between attitudes and behavior as applied to buyers. The impact of the electronic environment is also discussed as are innovation and market communication and the social and cultural concepts underlying strategies of market segmentation.  
Prerequisites: MGM 615, MGQ 608-609  
NORMALLY OFFERED IN FALL

MGM 656 DESIGN, MANUFACTURING, AND MARKETING OF PRODUCTS (3)  
The first part of this course focuses on interaction among design, engineering, manufacturing, and marketing to develop successful new products in a short period of time in both traditional and electronic markets. The second half emphasizes issues dealing with the management of product offerings. It uses a combination of lectures, cases, and projects to help students gain mastery of the subject matter.  
Prerequisites: MGM 615  
NORMALLY OFFERED IN SPRING

MGM 659 MARKET PLANNING (3)  
This course deals with the development and application of marketing strategy. The major pedagogical vehicle is MARKSTRAT 3 — a competitive marketing game. Students manage a company in direct competition with other student teams in a highly dynamic environment.  
Prerequisites: MGM 615  
NORMALLY OFFERED IN FALL

MGM 664 MARKETING PRACTICUM (3)  
This course allows students the opportunity to apply the key concepts, tools, and techniques learned in marketing to a corporate setting. Working as a team, students perform an extensive analysis of the company's product line; conduct qualitative and quantitative research; and prepare and present a comprehensive management consulting report.  
Prerequisite: MGM 615, MGM 667  
NOT OFFERED ON A REGULAR BASIS. **DOES NOT** fulfill internship requirement.

MGM 667 MARKETING RESEARCH (3)  
Methods and functions of research in marketing management. Attention given to problems of conceptualization, implementation, and evaluation of research designs and to techniques of analysis of research data.  
Prerequisites: MGM 615, MGQ 608-609  
NORMALLY OFFERED IN SPRING

MGM 670 ADVERTISING AND PROMOTION (3)  
The purpose of this course is to acquaint students with the best available approaches to managerial decision making in developing an integrated communication strategy involving advertising, promotions, and publicity. Recent analytical approaches will be stressed and the course will show inter-relatedness between these decision areas.  
Prerequisite: MGM 615  
NORMALLY OFFERED IN SPRING

### MGM 671 DATA ANALYSIS SYSTEMS FOR MARKETING DECISIONS (3)

The purpose of this course is to provide students with a working knowledge of systems employing large databases to support marketing decisions. To the extent possible, this course will feature actual databases and illustrative examples of decisions based on their use. Major types of systems considered will be point-of-sale scanner data, geo-demographic databases, large scale databases on product and media use provided by Simmons and MRI, databases for direct marketing. Decisions to be considered will be category management and retail product strategies, targeting for advertising and direct mail, segmentation, retail location, pricing, and promotion.

Prerequisite: MGM 615

NORMALLY OFFERED IN FALL

### MGM 683 INTERNATIONAL MARKETING (3)

The objective of this course is to develop familiarity with the problems and perspectives of marketing across national boundaries and to gain knowledge of tools and approaches to make international marketing decisions.

The influence of e-commerce on international marketing problems such as gray channel and price coordination is also analyzed.

Prerequisite: MGM 615

NORMALLY OFFERED IN SPRING

### MGO 615 ECONOMETRIC METHODS AND MANAGERIAL APPLICATIONS I (3)

Prerequisites: MGQ 608-609, MGE 601

NORMALLY OFFERED IN FALL

### MGO 616 ECONOMETRIC METHODS AND MANAGERIAL APPLICATIONS II (3)

Prerequisites: MGQ 608-609, MGE 604, MGO 615

NORMALLY OFFERED IN SPRING

The basic objectives of these two courses are to enable students:

1. To learn many useful econometric methods, from the emerging body of econometric tools and techniques, from a managerial perspective
2. To know how to apply the models properly, in the right context and to solve relevant and significant business problems
3. To understand how econometric models facilitate the undertaking of business research
4. To show how different types of data (e.g., cross-sectional, time-series, panel, etc.) are gathered, and correctly fitted into various econometric models
5. To realize the importance of theory, methodology, and measurement in business practice and research

### MGO 617 SERVICE OPERATIONS AND EXTREME EVENTS MANAGEMENT (3)

The service sector is the largest sector of all developed countries and evidence suggests that productivity in the service sector has lagged behind that of its manufacturing counterpart. It is therefore critical in the global market to improve the efficiency and competitiveness of these service processes. This course is designed to apply theory with practice in service business process management. The objective of this course is to provide the student with an understanding of the issues, models and numerical methods particular to service management, with attention to both the strengths and weaknesses of these devices

NORMALLY OFFERED IN FALL

### MGO 620 OPERATIONS MANAGEMENT (2)

Operations management is defined as the design, operation, and improvement of the systems that create and deliver the firm's primary products and services. This course provides students with an opportunity to take a closer look at operational issues that come from the numerous activities and processes involved in offering products or services in a highly competitive global environment. Specifically, this course is to study manufacturing and service operations from various perspectives — design, planning, control, and improvement.

OFFERED IN SPRING – MBA CORE ONLY – FIRST SEVEN WEEKS

### MGO 631 PRODUCTION AND INVENTORY PLANNING (3)

This course focuses on production and inventory management problems in the entire supply chain, and the application of quantitative models and information systems and technologies for these problems. An enterprise resource planning (ERP) system platform is assumed and the course also covers the implementation aspects of ERP systems. The topics covered include supply chain strategy and coordination mechanisms, forecasting systems, aggregate planning, advanced planning systems (APS), master production scheduling, materials requirements planning (MRP) systems, inventory management for suppliers, manufacturers and distributors, cellular manufacturing, just-in-time (JIT) systems, lean manufacturing, optimized production technology (OPT), and flexible

manufacturing systems (FMS) technologies. The completion of this course will enable students to take the certification examinations (CPIM/CFPIM) for American Production and Inventory Control Society (APICS).  
Prerequisites: MGO 620 or MGO 630  
NORMALLY OFFERED IN FALL

#### MGO 632 STRATEGIC QUALITY MANAGEMENT (3)

The primary objective for this course is to develop a personal understanding of Strategic Quality Management, based on the business excellence model described in the U.S. Malcolm Baldrige Criteria for Performance Excellence, and ISO 9004:2000, using contemporary applications of management theory that demonstrate "How to" improve business results using quality management tools.

Prerequisite: MGO 620 or 630 or concurrent with MGO 620 or 630, or permission of instructor  
NORMALLY OFFERED IN SPRING

#### MGO 633 SUPPLY CHAINS AND GLOBAL OPERATIONS (3)

This course deals with design, control, and operation of supply chains for competing effectively in the context of global operations management. Both manufacturing and service (such as health care) industry supply chains are covered. The topics covered include: state-of-the-art qualitative and quantitative techniques for optimum configuration of in-bound and outbound logistics, principles of postponement in design, processes and logistics, mass customization, global location factors for offices, plants and distribution centers, collaborative planning, forecasting and replenishment (CPFR) systems, countering bullwhip effects in supply chains, vendor managed inventory (VMI), strategic alliances and partnering, global purchasing and buyer-supplier relationships, and the complexities of the material, information, and cash flows across international borders. This course supplements MGS 616, which covers e-commerce integration aspects of supply chains.

Prerequisite: MGO 620 or MGO 630  
NORMALLY OFFERED IN SPRING

#### MGO 634 PROJECT MANAGEMENT (3)

This course deals with defining, organizing, and managing activities associated with complex, multi-disciplinary projects. Such endeavors are critical to raise the level of performance of the organization and enable it to have a competitive edge. Many areas of MBA education when applied in "real world" require extraordinary and coordinated effort by various parts of the organization for implementation. In times of rapidly changing technologies and managerial processes, the need for cross-functional teams to achieve long and short term goals is increasingly imperative.

Prerequisites: MGO 630 or MGO 620, or concurrent with MGO 620/MGO 630  
NORMALLY OFFERED IN FALL

#### MGO 636 SUPPLY CHAINS: DESIGN, MODELING AND OPTIMIZATION (3)

This course focuses on design, modeling and optimization of global supply chain networks. The course deals with modeling approaches and quantitative tools and techniques for design and optimization of global supply chain networks. The course also covers information systems and technologies for supply chain planning and coordination. The topics covered include: supply chain strategy formulation, performance metrics, new forecasting models applicable for supply chain contexts, newsvendor models for capacity and aggregate planning, models for location and design of supply and distribution entities, inter-organizational planning, advanced planning systems, multi-echelon inventory management techniques, distribution requirements planning (DRP) systems, joint transportation-inventory models, and pricing and revenue management techniques. The course will also be taught in a manner that will enable you to obtain APICS professional certification (CPIM / CFPIM) with minimum preparation after the course.

Prerequisite: MGO 620 or MGO 630  
NORMALLY OFFERED IN FALL

#### MGO 637 PURCHASING AND GLOBAL SUPPLY MANAGEMENT (3)

This course focuses on purchasing and supply management principles and practices in the context of global supply chains. The importance of purchasing is primarily due to the fact that the value of materials procured in manufacturing, and service supply chains such as retail can be more than 65% of the cost of the goods sold. Given the globalization of supply sources, it has become increasingly necessary to understand the complexities of global supply markets, cross-border legal aspects of purchasing, global vendor development, systematic reduction of supply risk, strategic alliances and supply network building, vendor managed inventory (VMI) contracts, and new forms of negotiation strategies with suppliers. Purchasing practices to support lean organizations to ensure just-in-time delivery on a global basis are also covered. In addition, given the growth of internet technology, e-commerce technologies to support purchasing, and supplier relationship management (SRM) systems are also covered.

Prerequisite: MGO 620 or MGO 630  
NORMALLY OFFERED IN SPRING

### MGO 638 LOGISTICS AND GLOBAL DISTRIBUTION MANAGEMENT (3)

This course covers global logistics and distribution issues, dealing with the management of physical material flows, documentation, and information flows in cross-border supply chains. Logistics issues such as intermodal transportation, e-fulfillment, cross-border trade regulations, reverse logistics, and design of sustainable supply chains are dealt with. The optimum design of distribution systems, inventory positioning in distribution networks, selection of optimal transportation modes, inter-modal transport, etc. are also covered. Emerging technologies such as warehouse management systems (WMS), distribution requirements planning (DRP), radio frequency identification (RFID), geographical information systems (GIS), global positioning systems (GPS) applications are also covered. Both qualitative issues (such as regulatory issues, INCO terms and documentation) as well quantitative tools and techniques such as the use of Route Assist software will be covered.

Prerequisite: MGO 620 or MGO 630

NORMALLY OFFERED IN SPRING

### MGO 640 BUSINESS STRATEGY (2)

This course teaches students the classic and cutting edge concepts in "strategic management." Students are taught to see the companies and their problems from the perspective of the Chief Executive Officer. Emphasis is placed upon strategic thinking and problem solving.

OFFERED IN SPRING – MBA CORE ONLY – 14 WEEKS FIRST YEAR

### MGO 642 INTEGRATION OF BUSINESS FOUNDATIONS (1)

This course teaches students to use a set of internal analysis concepts (learned in the core Business Strategy course) to describe and diagnose a local company's strategic context. Emphasis is placed upon the identification, collection, and interpretation of hard-to-find data. At the end of the course, each student team produces a written "consultant's" report that is submitted to the CEO of the firm they studied.

OFFERED IN SPRING – MBA CORE ONLY – 14 WEEKS SECOND YEAR

### MGO 644 BUSINESS PRACTICE (1)

This course teaches students to use a set of external analysis concepts (learned in the core Business Strategy course) to describe and diagnose a local company's strategic context. Students work with the same company they studied in the Integration of Business Foundations course. Emphasis is placed upon the identification, collection, and interpretation of hard-to-find data. At the end of the semester, each student team delivers a brief presentation to the CEO of the firm they studied, outlining the results of their research and offering projections of the company's future external environments.

OFFERED IN SPRING – MBA CORE ONLY – 14 WEEKS SECOND YEAR

### MGO 647 SUPERVISED RESEARCH (1-6)

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending upon type and amount of research activities. May be taken for credit more than once.

Prerequisite: Permission of department chair

### MGO 648 INTERNSHIP (3)

OFFERED FALL, SPRING, AND SUMMER

### MGO 660 INTRODUCTION TO ENTREPRENEURSHIP (3)

The purpose of this course is to help students learn how to start and run a successful business so that they can utilize their gifts and talents, become financially independent, and contribute to society. Four domains associated with the topic of entrepreneurship are examined in detail.

OFFERED IN SPRING

### MGO 681 INTERNATIONAL BUSINESS ENVIRONMENT: CHINA TRIP (2)

JANUARY 2016/17 CHINA TRIP OFFERED AS SPRING COURSE

Prerequisite: MGO 695 in fall 2015/16



#### **MGO 685 GLOBAL PERSPECTIVES**

This course is intended to provide a first-hand, hands-on global experience, both in general terms and in relation to a specific global region. This course is designed to provide an overview of international business elements, followed by an in-depth study of an emerging market, focusing on a specific global region. The intent is to provide an understanding of the economics, business history and economic geography of the selected region, market analysis and entrepreneurship in region, industry structure, government-industry relations, financial and legal complexities, as well as cultural norms, business etiquette, and unique aspects of doing business in the region. The course is aimed at imparting an experiential type of learning, utilizing on-line, in-class and field trip-based learning modes.

**NORMALLY OFFERED IN SPRING WITH INTERNATIONAL TRIP OVER SPRING BREAK  
ADDITIONAL FEES REQUIRED**

#### **MGO 695 INTERNATIONAL BUSINESS STRATEGY: THE CHINA CHALLENGE (1)**

This course is open to second year MBA students and includes a two credit course focused on "Doing Business with China" offered in the second half of the fall 2015/16 semester. Major topics covered include: how to negotiate and enter the China market; how to manage problem areas such as corruption and the protection of intellectual property; the role of Chinese politics, culture, and government in business transactions; and the growing emergence of Chinese firms as major competitors in global business. The one credit course is followed by an in country, two credit China Study program over the January 2016/17 intercession (MGO 681). The two-week China Study program includes visits to China's major cities, including Beijing, Shanghai, Shenzhen, and Hong Kong, meetings with UB MBA alumni in China, and visits to major Chinese firms and U.S. firms in China, such as HSBC Bank-Hong Kong and Shanghai, General Motors-Shanghai, The Chinese National Petroleum Corp., Huawei, J. Walter Thompson-China, and Kerry Logistics-Hong Kong.

**NORMALLY OFFERED IN FALL**

#### **MGO 795 SEMINAR IN STRATEGIC MANAGEMENT / SUPPLY CHAINS AND OPERATIONS MANAGEMENT (3)**

This seminar provides a critical review of theory and empirical research in the supply chain and operations management area, along with closely related areas such as e-commerce, and marketing management and logistics. Particular emphasis will be on exposing students to seminal works in modeling and empirical research methods that have been employed to investigate new issues of topical interest in the supply chain – e-commerce areas. We will cover an eclectic collection of state-of-the-art research articles that may be helpful in developing viable research agendas for doctoral students. Prerequisites: Advanced graduate standing and permission of instructor.

**NOT OFFERED ON A REGULAR BASIS**

#### **MGQ 608 STATISTICAL ANALYSIS FOR MANAGERS (2)**

Managerial activities revolve around the making of decisions. This course introduces the concepts and methods of exploratory data and statistical analysis. One essential aspect of decision making involves organizing and evaluating relevant information. Quantitative methods generally, and statistical methods specifically, have value for managers because they provide approaches for organizing, evaluating and interpreting data relevant to managerial decisions. Given the vast amount of data accessible to today's managers there is an increasing need to rely on statistical methods as a means of extracting significant information and giving it meaning. Good managerial judgment requires an understanding of the numbers combined with an appreciation for what the numbers mean. A major objective for this course is to increase your ability to think statistically and combine those concepts with managerial thinking to assist you in decision making.

**OFFERED IN FALL – MBA CORE ONLY – 14 WEEKS**

#### **MGQ 609 ANALYTICS FOR MANAGERS (1)**

This course is intended to give students structured ways of attacking a wide range of business problems, using data-driven analysis to guide decision-making. Data can be thought of as crude information, not knowledge. The sequence from data to knowledge first involves converting data into information or data analysis. Data analysis includes the processes of collection, organization and summarization of data with the intent of extracting useful meaning. Data becomes information, when it acquires meaning. Information becomes knowledge when it becomes relevant to the decision problem and can be used to complete the decision process. A significant part of this process involves data visualization, the visual representation of data abstracting it in a form that communicate information clearly and effectively through graphical means. This course provides students with the managerial, analytical, and technical skills to: gather data, organize the data, analyze the data and, use the resulting information to make decisions.

**OFFERED IN FALL – MBA CORE ONLY – 14 WEEKS**

#### MGQ 647 SUPERVISED RESEARCH (1-6)

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending upon type and amount of research. May be taken for credit more than once.

Prerequisite: Permission of department chairman.

OFFERED IN FALL – MBA CORE ONLY – 14 WEEKS

#### MGS 601 ENTERPRISE MODELS

A strategic view of enterprise processes; concepts of organizational efficiency and effectiveness; Integrating the functional areas of the organization; Relating processes to the financial, customer, and product-oriented goals of the firm; Process innovation; Process analysis, modeling and simulation; Business Process Modeling; Supply chain management (SCM); Customer relationship management (CRM); Enterprise management systems (ERP); The process continuum from structured to unstructured processes; Collaborative Systems and Knowledge Management systems; Global Virtual Markets.

NORMALLY OFFERED IN SPRING

#### MGS 602 GLOBAL INFORMATION TECHNOLOGY INFRASTRUCTURE MANAGEMENT (3)

This course is designed to provide students with a basic understanding of business data communications. The objective of the course is to provide students with a firm foundation for covering more advanced topics in subsequent courses. The student will develop an understanding of networks including the internet and the development of World Wide Web based applications. The course will also cover the basic principles of network operating systems concepts and the role of network operating systems in developing Web applications. The course includes extensive coverage of business telecommunication including voice and data. Coverage is extended to coding and digitizing, modems, protocols, and network architectures as well as management aspects. Cases on telecommunications and electronic commerce, as well as current readings, will also be part of the pedagogy.

NORMALLY OFFERED IN FALL

For MIS Concentration – Take fall of 2nd year or replace with MGS 650 – with permission of instructor

#### MGS 605 IT FOR MANAGERS (2)

This course teaches that the major role of IT is to provide enterprises with strategic advantage by facilitating problem solving, increasing productivity and quality, improving customer service, enhancing communication and collaboration among various stakeholders, and enabling business process innovation and the development of novel products and services. The central theme of this course is to emphasize innovative uses of information technology in the various functions, processes, products, and services of an organization, and it demonstrates how IT is a critical success factor in the survival and growth of business organizations in a competitive environment. Topics covered in the course include business value of IT, IT types and their unique capabilities, single function and enterprise ITs, business applications of mobile, pervasive, web 2.0, and social media technologies, and governance of the IT infrastructure including IT innovation/systems development and IT outsourcing. OFFERED IN SPRING – MBA CORE ONLY – SECOND SEVEN WEEKS

#### MGS 607 TECHNOLOGY AND INNOVATION MANAGEMENT (3)

The focus of this course will be on technology management and developing an Internet-based business or extension to an existing business. The course will integrate concepts from economics, organizational strategy, entrepreneurship, and Web design. Topics to be covered in the course include: aligning technology and strategy; models of diffusion and innovation; characteristics of information and digital goods; identifying potential Web-applications and information products for solving a problem and/or identifying a business opportunity; intellectual property rights; pricing issues related to information goods; developing a business plan for a venture capital proposal; launching the e-business; designing Web-based applications for usability; and strategies for successfully implementing systems. Case studies, lectures, guest speakers, and an integrated E-business project will be used to understand the complexities of the current business environment.

NORMALLY OFFERED FALL AND SPRING

#### MGS 610 DIGITAL FORENSICS (3)

This is an introductory course in Digital Forensics where students will learn how to acquire, authenticate and analyze digital evidence. Technical and managerial topics will be explored, providing students with both theoretical and practical hands-on experience using forensic equipment and software. The additional topics of E-Discovery, Data Retention, Litigation, Internal Investigations, Regulatory Compliance and Incident Response will also be discussed within the context of Digital Forensics. EnCase, Access Data FTK and other open source forensic software programs are used in this course.

NORMALLY OFFERED IN FALL

### MGS 611 MANAGEMENT OF GLOBALLY-DISTRIBUTED SERVICES (3)

This course provides an overview of the growing phenomenon of IT-enabled globally-distributed services (GDS), what has come to be commonly known as IT and business process outsourcing. The course will cover the various phases of the GDS life cycle and discuss how companies can use the GDS paradigm to innovate their various services and processes. Topics to be covered include GDS strategy planning, process distribution analysis, global collaboration and virtual teamwork, knowledge and risk management in GDS, vendor capabilities evaluation, management of contracts and service level agreements, and governance and relationship management with GDS partners. It is also planned to have some virtual collaboration and team work with students in other foreign universities to give a hands-on feel to our students about the issues and dynamics of global collaboration.

NORMALLY OFFERED IN FALL

### MGS 613 DATABASE MANAGEMENT SYSTEMS (3)

This course is designed to provide students with a basic understanding of database management systems (DBMS) and the skills needed to design and implement a relational database. Students will be introduced to data modeling concepts, modeling tools, the process of transforming conceptual models into relational database designs, and finally the steps needed to implement those designs. Emphasis is placed on Entity-Relationship diagramming, data normalization, database administration, and data definition, data manipulation and query development using Structured Query Language (SQL). Other topics covered include: object-oriented databases, database security and integrity, web/database integration, application development in a Client/Server environment, distributed databases, data warehousing, data mining and knowledge management via the Internet to support electronic commerce. Readings, lectures, interactive case assignments and a database design project reinforce the role of DBMS in supporting organizational systems, transaction processing and decision support applications.

Prerequisite: MGS 602 or concurrent, or permission of instructor

NORMALLY OFFERED IN FALL

### MGS 614 SYSTEMS ANALYSIS AND DESIGN (3)

This course provides an introduction to the systems development life cycle (SDLC) emphasizing the recent adaptive approaches to SDLC, such as the unified process life cycle and agile methods. The course focuses on the disciplines of business modeling, requirements analysis, and logical design and utilizes the Unified Modeling Language (UML) for analysis, modeling, and design of business-oriented information systems. Information assurance issues of system controls and security are covered with respect to their impact on system requirements and design models.

Prerequisites: Graduate standing or permission of instructor

NORMALLY OFFERED IN SPRING

### MGS 616 DECISION SUPPORT SYSTEMS (3)

This course teaches the tools, techniques and methodologies which are mainly used nowadays by customer-centric corporations to help make decisions involving complex systems. The course concentrates on a variety of data cleansing, data integration from both internal and external sources, data warehousing and online analytical processing concepts in conjunction with a set of well known data analysis methods to support non-trivial decision making processes within any firm. Topics such as association rule mining, decision trees, neural networks, regression analysis and cluster analysis are covered in great depth.

Prerequisite: MGS 602

NORMALLY OFFERED IN SPRING

### MGS 620 MANAGEMENT OF IT-ENABLED GLOBALLY-DISTRIBUTED WORK (3)

This course provides a comprehensive overview of the growing phenomenon of IT-enabled globally-distributed services (GDS) from the perspective of a firm that is planning to or is currently engaged in distributing its various services processes globally using IT platforms and systems in various functional areas. It examines various issues related to the GDS phenomenon focusing on those GDS ventures that involve IT and IT-enabled services. The course examines the various drivers and inhibitors of the GDS phenomenon, the current business models of GDS, and the technologies, processes, and structures that enable the GDS phenomenon. It covers the various phases of the GDS life cycle and discusses how companies can use the GDS paradigm to innovate and transform their various services processes. The course also examines the issues of knowledge management across globally-distributed services teams as well as the social impacts of GDS within the firm and on local communities.

NORMALLY OFFERED IN FALL

### MGS 625 MANAGEMENT OF IT PROJECTS (3)

This course will introduce students to the concepts and practices of project management in an IT context. The challenges and issues that are specific to IT projects will be the focus of this course. IT Project Methodology and the concept of measurable organizational value will provide a foundation for this course. Several techniques and metrics for IT project scope, time and cost estimation such as function point analysis will be introduced along with other software engineering methods. The class will also enable students to understand the integrative nature of risks associated with IT

projects as a part of the risk assessment and risk management component of the course. Quality systems, such as ITIL, CMM, etc, that support IT project quality will be discussed. The students will be introduced to change management issues including human resources and communication issues which arise as a result of a new IT project. Real world business cases will be used to further emphasize the above topics. The course will provide some basic body of knowledge that may help the students prepare for the PMI certification exams.

Prerequisite: MGS 614 or permission of instructor  
NORMALLY OFFERED IN SPRING

#### MGS 632 SEMINAR IN HEALTH INFORMATION SYSTEMS (3)

This course provides an exposure to Information Systems used in the delivery of health care. Specifically this course will introduce students to IT systems that are deployed at a variety of organizations such as Hospitals, Ambulatory Care, Home Health, Tele Health and Online communities to better understand how information is gathered, analyzed and disseminated. The course will include content relating to IS Effectiveness and Success, task-technology fit, IT Communications and Compliance, IT Risk modeling and assessment, business modeling of innovations in health care services and delivery, and business performance issues relating to the deployment of IT. The course focuses on how current and emerging technologies can be better utilized to improve access, quality of care and business efficiency.

NORMALLY OFFERED IN FALL

#### MGS 634 INTEGRATIVE APPROACHES TO HEALTH CARE MANAGEMENT (3)

This course provides managerial and strategic perspectives on improving the planning, deployment and delivery of health care services enabled by IT. Effective health care management requires innovative approaches that integrate people, processes and technologies in health care organizations and services. Whether in IT, finance, operations, marketing, or any other domain, aspiring leaders in the health care field need to understand the US health care system, and the opportunities and challenges arising from the health care information revolution, especially as it relates to patient safety, quality of health care, and profitability. This course will elucidate broader perspectives on creating and leading a variety of health care initiatives in our contemporary society.

NORMALLY OFFERED IN SPRING

#### MGS 647 SUPERVISED RESEARCH (1-6)

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research.

Credit up to 6 hours, depending upon type and amount of research activities. May be taken for credit more than once.  
Prerequisite: Permission of dept chairman.

#### MGS 648 INTERNSHIP (3)

OFFERED FALL, SPRING, AND SUMMER

#### MGS 649 MIS PRACTICUM (1)

The MIS practicum course is the capstone course for the MS MIS program. This course is geared towards providing the student with practical experience in the MIS area through an MIS internship with an external organization or an MIS project within the university under the academic supervision of a faculty mentor in the MSS department. The course will allow the student to integrate knowledge and skills acquired in the MS MIS program through their application in a practical setting.

AVAILABLE ONLY FOR MS MIS STUDENTS – F/S grading only.

OFFERED SPRING OR SUMMER

#### MGS 650 INFORMATION ASSURANCE (3)

This is an interdisciplinary course in Information Assurance that has two primary objectives: 1) to introduce students to fundamental concepts, terminologies, IA models and practices. 2) to view how different fields of disciplines interact in this area. The course will familiarize students with the technical, legal, socio-political, and managerial issues of IA. Broadly, the issues that we will cover in this course include: security investigation and analysis; ethical, legal, and professional aspects of Information assurance; risk management and implementation and maintenance of information assurance.

Prerequisite: MGS 602 or permission of instructor

NORMALLY OFFERED IN FALL

#### MGS 651 MANAGEMENT OF COMPUTER NETWORKS (3)

The area of computer networks is currently the fastest growing part of the MIS world. This course will discuss concepts in the management of computer networks. It is an introductory course which will discuss issues in designing computer networks, administration, network operating systems and network interconnection alternatives. A hardware lab on networking will provide a "hands-on" part of the course. The course will provide the MBA (MIS concentration)

student with the foundation skills to develop a career in the field of networks through their exposure to network administration, design, pricing, etc. In addition, the hardware lab for hands on network administration is unique and is not available for student use anywhere else on campus. Course topics will be drawn from: introduction to microcomputers and Local Area Networks; LAN hardware, systems software, and installation; LAN administration; Wide Area Networks; and emerging technologies.

Prerequisite: MGS 602 or permission of instructor

NORMALLY OFFERED IN SPRING

#### MGS 653 SOCIAL NETWORK ANALYTICS (3)

The aim of the course is to provide students with an overview of measures, models and methods of analysis that can be used to study social networks to further business interests within organizations using data from internal and external IT data sources. The focus of the course will be on modeling methods and IT tools to analyze large volumes of data for predictive and descriptive analysis. Students will also learn the use of standard statistical software packages such as SAS and special network analysis software.

NORMALLY OFFERED IN SPRING

#### MGS 655 DISTRIBUTED COMPUTING (3)

A Distributed Computing System (DCS) interconnects many autonomous computers to satisfy the information processing needs of modern enterprises. The objectives of this course are twofold: (1) gain a solid understanding of the technical issues, concepts and systems in the rapidly advancing technologies in distributed computing, and (2) acquire a substantial level of skills in designing, programming and implementing web based systems. The course is organized into two parts: study of DCS technologies, and study of object-oriented systems.

We will address communication and networking services, application support services, distributed object management, interoperability/open systems, and distributed system design. We will overview the art of object oriented programming and follow it up by a detailed study of Java.

Prerequisite: MGS 602 or concurrent with MGS 602

NORMALLY OFFERED IN FALL. THIS IS A FOLLOW-UP COURSE TO MGS 602

#### MGS 657 ONLINE ANALYTICAL PROCESSING: DATA WAREHOUSING WITH SAS (3)

In large organizations data invariably resides in multiple-platforms and in multiple formats. Therefore, it becomes essential to pre-process the data at appropriate levels of normalization for meaningful analysis. Extraction, transformation and loading data into structures such as data marts and data warehouses are essential steps to predictive data modeling and mining. Data mining begins with a basic understanding of where the data is stored and how it can be assembled for analytical purposes. This course provides an introduction to data warehouse design, data cleansing, exploration and visualization along with SAS programming basics.

NORMALLY OFFERED IN FALL

#### MGS 659 SEMINAR IN ELECTRONIC COMMERCE (3)

The main objective of this course is to introduce students to the theory and practice of doing business via the Internet. Topics include: elements of the infrastructure of electronic commerce; technologies and applications in electronic commerce; using electronic commerce for the creation of competitive advantages; planning technology-based strategies to achieve business goals. The course will rely heavily on research and peer learning with the instructor serving as catalyst, facilitator, and evaluator in a collaborative environment.

NORMALLY OFFERED IN SPRING

#### MGS 695 SEMINAR IN MANAGEMENT INFORMATION SYSTEMS (3)

This seminar provides a critical review of theory and empirical research in the information systems area. One objective of the seminar is to acquaint participants with the research approaches and procedures used in management systems and to encourage them to formulate research proposals suitable for dissertation purposes.

Prerequisites: Advanced graduate standing and permission of instructor.

NOT OFFERED ON A REGULAR BASIS

#### MGT 601 ETHICS AND CORPORATE GOVERNANCE (1.5)

The class is designed to introduce students to the legal and ethical environment in which businesses operate. It will examine the role of ethics in business decision-making and the distinction between ethical and legal constraints. The course will discuss basic corporate law concepts, with a particular focus on governance issues, including analysis of the Sarbanes-Oxley legislation of 2002. There will be a heavy emphasis on case analysis of ethical issues found in the corporate environment.

OFFERED IN SPRING (FT CORE)

**MGT 617 THE GOVERNMENT, THE LAW, AND THE FIRM (3)**

An analysis of the business sector's relation to the principal forces operating in the legal, political, and social environment. Particular attention given to constraints and freedoms offered under common, corporate, and regulation. Also examined are contemporary problems in corporate governance such as business and professional standards, code of ethics, and corporate social responsibility.  
NORMALLY OFFERED SPRING. (PMBA PROGRAM ONLY)

**MGT 641 COMMERCIAL LAW AND CORPORATE GOVERNANCE (3)**

This course examines advanced corporate governance topics, with particular emphasis on the provisions of Sarbanes-Oxley and Dodd-Frank, including federal securities laws. It considers issues arising when businesses seek to operate sustainably, including governance issues. The course also includes an in-depth analysis of the parts of the Uniform Commercial Code (UCC) dealing with negotiable instruments and secured transactions, and an examination of creditors' rights and bankruptcy. Time permitting, antitrust law and the law regarding trusts and estates is also addressed.

MGT 403 or equivalent; MS Accounting student, or permission of instructor  
NORMALLY OFFERED IN SPRING

**MGT 647 SUPERVISED RESEARCH (1-6)**

Instructional and practical experience in skills and techniques of research through association with a faculty member actively engaged in research. Credit up to 6 hours, depending upon type and amount of research activities. May be taken for credit more than once.

Prerequisite: Permission of department chairman

**MGT 648 INTERNSHIP (3)**

OFFERED FALL, SPRING, AND SUMMER

## **CHAPTER VI Waiver Policies**

### **Full-time Students**

Full-time students may not waive core courses regardless of previous education or experience. These courses are an integral part of the cohort system.

See internship waiver policy in the IEP section of this Handbook.

Electives cannot be waived except in the case where a student petitions the department to waive a concentration elective for satisfaction of a concentration requirement. No credit will be given if waived and substitution of another elective is required. Eleven electives (33 credits) must be completed for the full-time program.

Exception: Students in the full-time program who have completed a graduate degree in another area, prior to entrance into the full-time program, may obtain a waiver of up to 6 hours of graduate elective credit based on this alternate area of graduate specialization. This policy does not apply to the evening program. No electives may be waived in the PMBA program.

### **BS/MBA Program Courses**

Students who are in the BS/MBA program are expected to complete core courses at the graduate level. Advanced planning is necessary to ensure that the required undergraduate coursework has been completed before beginning the MBA program.

### **PMBA Students**

The MBA Admissions and Retention Committee will review requests for waivers on a case-by-case basis. For example, up to 9 transfer credits may be accepted if the student earned B grades or better and if the courses were completed at an equivalent AACSB-International accredited institution within the last five years.

Students wishing to petition for waivers must present supporting documentation (syllabi, transcripts, course descriptions) before a waiver will be considered.

PMBA students who wish to take specific electives and have work schedule flexibility may choose to replace PMBA electives with electives offered in the day program. Arrangements to do so must be made through the PMBA Office.

### **EMBA Students**

There are no waivers for the EMBA program.

## CHAPTER VII Prerequisites

All prerequisites must be completed prior to attending courses. If a student registers for a course without completing the prerequisites, the School may exception drop the registration.

Calculus Prerequisite for Full-time MBA Students:

One semester of calculus with a grade of "B" or better; or two semesters of calculus with a grade of "C" or better in both

### Accounting

MGA 603  
MGA 604  
MGA 605: MGA 603  
MGA 606: MGA 603  
MGA 607: MGA 606 or equivalent  
MGA 611: MGA 603  
MGA 612: MSA or PI  
MGA 613: MGA 606 or equivalent  
MGA 614: MGA 613 or equivalent MSA or PI  
MGA 617: MSA or PI  
MGA 618: MSA or PI  
MGA 619-620: PI  
MGA 621: MSA or PI  
MGA 623: MSA or PI  
MGA 624: MSA or PI  
MGA 625: MSA or PI  
MGA 632: MGA 603, MGF 611  
MGA 635: MSA or PI  
MGA 640: MSA or PI  
MGA 641: MGA 640 or PI  
MGA 642: MGA 613, MGS 620 or PI  
MGA 643: MSA or PI  
MGA 647: PI  
MGA 648: P of IEP coordinator  
MGA 651: MGA 612, MSA or PI  
MGA 652: MSA or PI

MGA 653: MGA 612, MSA or PI

### Organization

MGB 607  
MGB 610  
MGB611  
MGB 619-620: PI  
MGB 625  
MGB 647: PI  
MGB 666: PI (by application)

### Economics

MGE 602: MGE 604 or undergrad  
MGE 604  
MGE 647: PI  
MGE 648: P of IEP coordinator  
MGE 669: PI  
MGE 690  
MGE 691

### Finance

MGF 611  
MGF 633: MGF 611  
MGF 634  
MGF 635: MGF 633 recommended  
MGF 636: MGF 611, MGF 633, or PI  
MGF 637: MGF 611, MGF 633 recommended  
MGF 638: MGF 611, MGF 633 recommended  
MGF 641: MGF 611  
MGF 643: MGF 611, MGF 633  
MGF 644: MGF 633  
MGF 645: MGF 633  
MGF 647: PI  
MGF 648: P of IEP coordinator  
MGF 656: PI  
MGF 657: MGF 611  
MGF 658  
MGF 661: MGF 611  
MGF 669

MGF 685: MGF 611, MGQ 606

MGF 696: MGF 633 or PI

### General Management

MGG 501-502: MS Students only  
MGG 601  
MGG 633: MBA ONLY OR PI  
MGG 635  
MGG 636  
MGG 640  
MGG 643: MGB 610-611 or PI  
MGG 650

### Health Systems

MGH 631  
MGH 632: MGH 631 or PI  
MGH 633  
MGH 634  
MGH 641  
MGH 642

### Human Resources

MGI 601  
MGI 602: MGI 601  
MGI 647: PI  
MGI 648: P of IEP coordinator

### Marketing

MGM 615  
MGM 647: PI  
MGM 648: P of IEP coordinator  
MGM 651: MGM 615, MGQ 606  
MGM 656: MGM 615  
MGM 659: MGM 615  
MGM 664: MGM 615, MGM 667  
MGM 667: MGM 615 or concurrent  
MGM 670: MGM 615  
MGM 671: MGM 615  
MGM 683: MGM 615

## Operations

MGO 615: MGQ 608-609,  
MGE 604  
MGO 616: MGO 615  
MGO 617  
MGO 620  
MGO 631: MGO 620 or 630  
or concurrent  
MGO 632: MGO 620 or 630  
or concurrent, PI  
MGO 633: MGO 620 or 630  
MGO 634: MGO 620 or 630  
or concurrent  
MGO 636: MGO 620 or 630  
MGO 637: MGO 620 or 630  
MGO 638: MGO 620 or 630  
MGO 640: MGA 603, MGF  
611, MGM 615  
MGO 642  
MGO644  
MGO 647: PI  
MGO 648: P of IEP  
coordinator  
MGO 660  
MGO 661  
MGO 662: MGO 661  
MGO 680  
MGO 795 (PHD)

## Quantitative Methods

MGQ 608  
MGQ 609  
MGQ 647: PI

## Systems

MGS 601  
MGS 602  
MGS 605  
MGS 607  
MGS 610  
MGS 611  
MGS 613: MGS 602 or PI  
MGS 614  
MGS 616: MGS 602  
MGS 620  
MGS 625: MGS 614 or PI  
MGS 632  
MGS 634  
MGS 647: PI  
MGS 648: P of IEP  
coordinator  
MGS 649: PI

MGS 650: MGS 602 or PI  
MGS 653  
MGS 651: MGS 602  
MGS 655: MGS 602  
MGS 657  
MGS 659  
MGS 695: PI

## Management and Policy

MGT 601  
MGT 617: (PMBA ONLY)  
MGT 640  
MGT 641  
MGT 647: PI  
MGT 648: P of IEP  
coordinator

PI — Permission of Instructor



## **CHAPTER VIII Disciplinary Procedures for Academic Infractions**

### **Academic Integrity**

#### **Code of Ethics**

It is the conviction and a guiding principle of the School of Management that education is concerned with the development of personal character as well as the acquisition of knowledge and skills. It is further the belief of the School that each individual bears the primary responsibility for his or her own ethical behavior. Because of these beliefs, it is the intent of the School to encourage and to do all that is possible to support a high standard of ethical behavior. It is incumbent upon all faculty, students, and staff of the School of Management to maintain the fullest commitment to academic integrity. Faculty, students, and staff all have an obligation to each other to maintain high personal standards of integrity and to expect high standards of integrity from each other, for the reputation of the School of Management is derived from the performance of all its members.

Faculty, students, and staff all have an obligation to be aware of their own and one another's rights and responsibilities with respect to matters involving academic integrity and to insist on the observance of these rights and responsibilities.

#### **Standards of Academic Integrity**

Although it is difficult to define academic dishonesty precisely, the general understanding of that term by students and faculty, and the meaning established by tradition, will serve as guidelines in reviewing each case of academic dishonesty. Furthermore, because honesty is such a fundamental requirement within the academic community, the faculty jointly with students assumes full responsibility for identifying and dealing with dishonest practices.

To meet this responsibility, the faculty must:

- promulgate rules to guide the student;
- supervise students during those periods when there would be an opportunity or a temptation to cheat;
- be explicit about whether students should be working together or alone on homework and bring questionable cases to the attention of the student.

For its part, the student body must assume its share of responsibility by:

- understanding and following the guidelines set forth by the instructor for the course;
- bringing to the attention of the faculty member any evidence of academic dishonesty or any conditions which have a potential of creating academic dishonesty; and
- assisting faculty committees in preparing the rules and/or adjudicating questionable cases.

### **Academic Integrity Policy and Procedures**

<http://grad.buffalo.edu/Academics/Policies-Procedures/Academic-Integrity.html>

## **CHAPTER IX Grievance Procedures for Student**

<http://grad.buffalo.edu/Academics/Policies-Procedures/Grievance-Policies-and-Procedures.html>

## **CHAPTER X Policies and Procedures**

<http://grad.buffalo.edu/Academics/Policies-Procedures.html>

### **Student's Responsibility**

All students enrolled in the School of Management are subject to University and School regulations concerning student affairs, conduct, and discipline.

It is the student's responsibility to know the regulations in effect and to keep informed on matters relating to registration, prerequisites, degree requirements, calendar dates, etc.

This handbook is current as of July, 2015. The School of Management reserves the right to make changes in programs, policy, and regulations as circumstances dictate, subsequent to publication. Each student is expected to have knowledge of the information contained in this handbook and in other University publications.

### **School's Right to Amend Rules and Procedures**

The School reserves the right to amend its rules and procedures when necessary. The School grants students the right to petition for relief from its rules and procedures in individual cases. The School, however, does not have the authority to waive requirements set by the State University of New York.

### **Degree Course Requirements**

All students must fulfill all core requirements. All electives are to be completed at the graduate level. Two electives may be taken outside of the School of Management at the University at Buffalo (full-time students only.) Non-MBA courses must be relevant to the student's career plans in order to qualify for elective credit. "C" grade is the minimum acceptable grade outside the School of Management.

EXCEPTION: Electives cannot be taken outside of the School if a student has already been conferred an advanced degree.

### **Guidelines for Course-Related Activities during Non-Class Times in MBA and MS Programs**

The credit hour requirements of MBA and MS programs cover only mandatory and regular class time (e.g., a 2-credit course delivered over 7 weeks requires 2 two-hour class meetings each week for 7 weeks). Instructors may offer course-related activities during non-class times, such as review sessions, exams, competitions, and presentations by executives. These extra activities, however, should not incorporate any new course content. The attendance at the activity should be fully voluntary and should not be a requirement of the related course. Instructors are not expected to give extra course credits for the purpose of encouraging students to attend the activity. Instructors also have the responsibility to ensure that the information and content of the activity that are beyond the requirements of the related course are not tested in exams for the course. To facilitate student attendance, the scheduling of these activities should be coordinated with the non-class program time that is accessible to all students.

### **University Course Evaluation System (Campus Labs)**

The School of Management utilizes the University Course Evaluation System. Towards the end of each semester a reminder will be sent out to you via your active email, preferably the buffalo.edu account. The evaluation window is usually a month and all School of Management students are expected to complete course evaluations during this time. Help your department and the school by participating in this important exercise. It will only take ten minutes of your time to give us feedback on the courses you have taken during the semester. These evaluations are completely anonymous and your instructors will only see aggregate results after all grades have been submitted. This is another important way of participating in the decision-making process for the school, and all graduate students are expected to do so.

Visit the evaluation web site from the link: <http://www.buffalo.edu/content/www/course-evaluation.html>

Enter - University at Buffalo for the school

Username: UBIT name

Password: last 4 digits of your UB Person Number

If you have any questions, please do not hesitate to contact Professor Dianna Cichocki, [diannaci@buffalo.edu](mailto:diannaci@buffalo.edu).

### **Exam Policies**

Given the special circumstances of part-time evening students, examinations for PMBA classes are generally scheduled during the regular class period.

For day classes, the timing of any examination to be held outside the class should be announced (e.g., in the course outline) within the first or second week of classes. Students can expect core course exams to be scheduled outside of regular class time to permit block scheduling of exams.

Final exam schedules are established and published by the university. If a student should find that he or she has three or more exams scheduled for one day, an informal arrangement should be discussed with all faculty involved. If no changes can be effected from this procedure, the student should discuss the matter with the department chairperson who will arrange accommodations for the student.

### **Extra Coursework**

All students in good standing may take graduate-level elective courses in excess of the number of courses required in their program. Those students who have received their MBA degrees may be granted permission to register for additional graduate courses as non-matriculating students.

If a PMBA program student wishes to register for substantially more than the standard curriculum, he or she should petition for a transfer to the full-time day program.

### **Financial Obligations**

When a student registers, it is specifically understood that he or she will pay in full all charges assumed at registration. Simply failing to attend class does not change the payment due or entitle the student to a refund. To cancel the liability for registration, a student must officially resign by published dates. If a student withdraws from the program, he or she is still responsible for resigning from registered courses.

### **Full-Time Program**

The day MBA program is a full-time program. To complete the 60-hour program in two years, the normal course load is 15 hours per semester. A day student must successfully complete at least 9 hours of new coursework per semester to remain in good standing. A student making application for financial aid (TAP, loans, etc.) should contact the Financial Aid Office. "Full time" is interpreted to mean 12 hours of credit-bearing registration per semester for financial aid and immigration requirements. Day MBA students may register for up to 19 hours per regular semester. Permission must be requested in writing from the Graduate Programs Office (203 Alfiero) to register for more than 19 hours and will only be granted under exceptional circumstances.

### **Full-Time Status - International Students**

All international students having F-1 visa status are required to maintain full-time status throughout their studies in the U.S. Full-time is defined as 12 credit hours per semester, or 9 credit hours for those students holding a graduate, research, or teaching assistantship.

Graduate international students registering less than full-time in any semester must be sure to complete a Certification of Full-Time Status Form, available at the Graduate School, 408 Capen Hall or online. Only the Graduate School may certify full-time status. Forms may be completed for previous semesters if proof of full-time status is presented to the Graduate School.

Less than full-time registration may occur during the final semester of study if fewer than 12 credit hours are required for completion of the program. Students in their first semester of study, or those on a medical leave of absence, must document their exceptional circumstances and obtain ISSS approval to register for less than a full course of study.

Students who are authorized for Curricular Practical Training and are registered less than full-time should speak to an International Student Advisor to ensure that they are maintaining full-time status.

### **Grading Procedures/Requirements**

<http://grad.buffalo.edu/Academics/Policies-Procedures/Grading-Procedures.html>

### **Graduation**

MBA:

All students should make sure that their records and degree requirements maintained in the Graduate Programs Office are up to date by periodic scheduled appointments with the academic advisor.

Follow these steps to ensure your application is filed on time and correctly:

1. Log on to MyUB and access your HUB Student Center
2. Under the Academics section, click the "My Academics" link
3. Make sure the information that appears is accurate, and click "Apply for Graduation" link
4. In the Select an Academic Program Box, click the link for "Management Masters"
5. The Expected Graduation Term for a June 15 conferral is spring 2016; select that from the drop-down menu.
6. Click the Continue button
7. Click the Submit Application button
8. You should receive a confirmation message indicating you have successfully applied for graduation.
9. If you did not receive a confirmation or are still having trouble please refer to the PDF or online tutorial on how to apply for graduation: <http://www.buffalo.edu/hub/students/pdfs/applyForGraduation.pdf>

\*Note to 3/2 MBA and dual MBA students: You may need to go through this process twice, applying to each major. Contact the GPO if you have any questions.

Conferral dates and deadlines are as follows:

**Graduation Term /Application Deadline /Conferral Date**

Fall	October 1	February 1
Spring	March 1	June 15
Summer	July 1	September 1

**MS Programs:**

Check with the graduate programs administrative assistant or your academic advisor for instructions and deadlines. (203 Alfiero)

**Independent Study**

Independent studies (supervised research) are usually limited to 3 hours, and normally no more than 9 semester hours in total are allowed except when a student takes more than the required electives. Independent study forms are available online at: <http://mgt.buffalo.edu/degree-programs/master-of-business-mba/current-students/graduate-forms.html>. The form must be completed and returned to 203 Alfiero for registration of the independent study.

**International Students**

International students must register for at least 12 credit hours each semester to maintain visa status.

International students who request an official leave of absence must provide documentation from the University Health Office or a physician in support of this leave of absence. This documentation should include the beginning date of illness.

Students who have questions other than those which pertain to the MBA/MS programs should contact the Office of International Student and Scholar Services in 210 Talbert Hall.

**International Exchange Program Policy**

MBA students who participate in international exchange programs may take either 9 or 12 credit hours, depending on the student's preference. The student will normally pay tuition charges to UB for the number of credit hours chosen. In addition, the student may have to pay non-academic fees levied by the host institution.

**Leave of Absence**

If in good standing, a student may petition for up to a two-semester leave of absence from the MBA program. Students who would like to take a leave of absence should complete a Leave of Absence form located at: [http://grad.buffalo.edu/content/dam/www/graduate/documents/students/pet\\_loa.pdf](http://grad.buffalo.edu/content/dam/www/graduate/documents/students/pet_loa.pdf) and submit it to their academic advisor in the Graduate Programs Office, 203 Alfiero.

He or she can return to complete requirements without any further petition at the conclusion of the approved period. A leave of absence does not accrue time towards the maximum time limit of any program. If there are unusual circumstances, a student may request an extension of the leave.

A student should advise his/her program office if he or she wishes to return earlier than the expiration date of the approved leave. A student data form will then be processed.

**PMBA Program**

Approval can be obtained (by a written petition) to register for day courses in order to complete a concentration or take specific electives. No more than 12 hours may be taken in a single semester.

**Prerequisites**

The prerequisites listed in this handbook for each course provide for proper sequencing of courses in the program. Students may be admitted to a class without the proper prerequisite only upon written consent of the instructor. Each student is responsible for making his or her program conform to prerequisite requirements.

**Probation**

A student is automatically placed on probation following any semester in which he or she develops one or more of the following indications of unsatisfactory progress:

- Day Students: Less than 9 hours of new coursework completed during the past semester.

- Evening Students: Less than 3 hours of new course work completed during the past semester.

**EXCEPTIONS:**

- a) Students needing fewer than specified number in their last semester need only complete the credits necessary for graduation.
- b) International students must register for 12 hours of coursework in each semester in order to maintain satisfactory visa status.

- Cumulative quality point average less than 3.0.
- Accumulated grades of Incomplete for 12 or more credit hours.
- Other academic infractions as described in this handbook.

A student placed on probation shall receive written notice of this fact. Such notice shall inform the student that termination may occur at the end of the following semester if he or she remains on probation at that time.

Termination may occur after only one semester if the academic performance is determined by the Retention Committee to be so poor that the committee feels the chances of succeeding in the program are minimal.

Students who have been terminated from the graduate programs by the Retention Committee will receive written notice of termination. In most cases, a student is given a period of 10 days to respond to the termination if he or she feels that there are extenuating circumstances of which the committee is unaware.

Students on probation may be permitted to take graduate-level courses in excess of the number required in their programs provided that the Retention Committee certifies that

- the student has a reasonable chance of completing the degree, and that
- the student is making progress towards the completion of the degree.

**Registration Procedures**

Full-time MBA students should check the registration dates and procedures published by the Registrar. Courses may be added and dropped by registered students until the end of the drop/add period. Both initial registration and drop/add are conducted through HUB, the University's online system.

Full-time students are advised to check online for a revised schedule sheet before registering for courses. Changes are often made after the Registrar publishes the University schedule.

Day MBA students may only register for PMBA sections if permission is received from the Graduate Programs Office.

PMBA students will be alerted via email of registration dates and procedures. To take courses with the Full-time MBAs, PMBA students should speak with a PMBA office staff member for more information. Students are advised to bookmark and periodically check the PMBA web page that can be found at: <http://mgt.buffalo.edu/degree-programs/professional-mba-pmba.html>.

Note: All PMBA courses (including mini-courses) adhere to the university's drop/add schedule, regardless of when they are held during the semester (i.e. mid-semester, spring break.)

**Release of Student Information**

The University will release certain information about a student if he or she has answered "Yes" to the question, "Do you wish to be listed in the Student Directory?" This authorizes the University to release current address, telephone number, major field of study, dates of attendance, and degrees awarded. A student may check the status of his or her information release indicator at any time by inquiring at the Student Response Center.

**Residency Requirements**

A minimum of 30 credit hours must be completed in the MBA programs at the State University of New York at Buffalo to earn a degree.

**Student Records**

Student records are confidential and are released only to appropriate faculty and administrative offices. Release of such records to any other college, prospective employer, or agency will occur only with written permission of the student or upon subpoena. Neither the Student Response Center nor the Graduate Programs Office gives student addresses or phone numbers unless the student has indicated that the University has permission to release information. The Family Educational Rights and Privacy Act of 1974 has been amended to give a student the right,

under certain conditions, to inspect and review certain records placed in his or her file after January 1, 1975. For more information, a student may contact the Office of Student Affairs.

### **Summer Coursework**

Summer coursework is not required for the full-time MBA. However, full-time students may register for summer sessions as follows:

Any six-week session—8 credit hours maximum;

Session I and III—16 credit hours maximum.

Since graduate courses generally carry 3 hours credit, a 1-hour override may be requested in 203 Alfiero. Few if any graduate courses are normally offered in the School of Management during the summer.

### **Time Limit**

A period of four years is allowed for completion of the day MBA degree. PMBA students are generally expected to complete the program in three years but are allowed up to five years. Students may petition for an extension beyond five years.

### **Transcripts**

Official transcripts of records are sent directly to employers and other institutions by the Registrar. Transcripts cannot be sent for any student whose financial obligations to the University have not been met.

See: <http://registrar.buffalo.edu/transcripts/index.php> for official university policies on student records. There are no charges for transcript services.

### **Transfer Between Programs**

MBA day program students wishing to transfer to the evening program:

must have at least one year of relevant full-time work experience;

must have completed not more than 30 credit hours in the day program;

must have five years of relevant full-time experience at the time of completion of the evening program;

may take a maximum of 10 hours per semester.

*Evening students transferring to the day program are required to complete 60 hours in order to graduate.*

### **Tuition and Fees**

Consult Student Accounts or department for current information including billing and payment schedules.

<http://studentaccounts.buffalo.edu/>

### **Financial Liability**

When a student registers, it is specifically understood that he or she will pay in full all charges assumed at registration. Simply failing to attend class does not change the payment due or entitle the student to a refund. To cancel the liability for a registration, a student must drop the course(s) via HUB before the last day to drop courses without financial penalty.

### **Tuition Payment Procedures**

#### **Invoicing System**

The University has a student invoicing system, which provides specific and complete information about all charges, payments, and authorized deferments. It also displays the various student status information used to determine the bill. Highlights of the system are outlined below:

1. Students will receive statements of account each semester until the account is paid in full. The first statement will be mailed to the permanent address before the beginning of the fall semester. Tuition, fees, and other University charges assessed on the first account statement will be due upon receipt and are considered late if not received by the penalty date appearing on the statement. Payment is expected by the due date even though a student may not have attained full-time status during registration.
2. Each account statement will list the amount due the University. Any unpaid charges from the previous statement will be brought forward, and additional charges, payment, and credits will be shown. The statement will also include in the calculation of the amount due any authorized deferment. These include TAP and tuition waivers. Students must provide the Office of Student Accounts with proof of the receipt of such an award prior to the statement penalty date in order to deduct the award from their amount due. All charges not covered by deferments must be paid by the due date.

Continuing students who do not pre-register and therefore do not receive the first bill of any semester will be charged a late fee. This fee is nonnegotiable and must be paid.

A late processing fee will be charged to any student attempting to register for the first time on or after the FIRST DAY OF CLASS. This fee will apply to all students including those who receive late admission to the University. Failure to pay the amount due by the penalty date will result in the automatic assessment of a late- payment fee of \$40 per billing. This fee is nonnegotiable and must be paid.

Students should apply early for any financial aid that they expect to use to pay their University bills. Students who submit completed applications for student loans by the deadline date will not be subject to the late fees if the loan amount meets or exceeds the current balance due.

University bills are sent to the permanent address that is on file with the Records and Registration Office. **It is the student's responsibility to keep the address correct.** FAILURE TO RECEIVE A BILL WILL NOT BE ACCEPTED AS A REASON TO WAIVE THE LATE PAYMENT FEE.

Students who pay their bill in full (resulting in a zero balance) will not receive any further communication from the Office of Student Accounts in the next billing pass.

See: <http://studentaccounts.buffalo.edu/>

### **Holds**

Administrative areas of the university, including bursar, parking, International Student and Scholar Services, etc. may place "holds" on student accounts that prevent any account activity until the student addresses the issue involved. It is critical that students clear these issues as quickly as possible as the account is locked to all parties for registration, forced registration or other activities that may be time sensitive.

### **Withdrawal from Program**

Students who wish to withdraw should send a letter indicating this intention to the Graduate Programs Office, 203 Alfiero Center, for FT MBA and MS programs or Jacobs 108 for PMBA and EMBA programs. ***It is the student's responsibility to withdraw from any classes for which he or she may have registered for subsequent semesters.*** If a student withdraws from a master's program and wishes to complete the curriculum requirements at a later date, he or she must petition the Admissions Committee for re-entry.

### **Copyright: Higher Education Opportunity Act 4137 Notification**

Sharing of copyrighted materials (including music, movies, and software) is a violation of the Digital Millennium Copyright Act (DMCA). Using the UB network for illegal downloading or sharing of copyright protected materials is in direct violation of both the UB IT Policy (<http://policy.business.buffalo.edu/Pages/CIT2.aspx>) and the DMCA.

The Higher Education Opportunity Act (H.R. 4137) requires the University to inform the UB community of the consequences of using UB's network for unauthorized distribution of copyrighted material(s). Those who have violated copyright law are required to complete a comprehensive online copyright course. Subsequent violations may involve disciplinary action.

To protect yourself and our university from violating UB IT policy and federal law, please only download material from legitimate media sites that have legal agreements to sell music, software and movies. A list of legal alternatives is available at <http://www.educause.edu/>

For more information regarding copyright policy, please refer to the following sites:

- \* UB IT Policies: <http://www.buffalo.edu/ubit/service-guides/safe-computing/dmca.html>
- \* US Copyright Law: <http://www.copyright.gov/title17/>
- \* US Digital Millennium Copyright Act (DMCA): <http://www.copyright.gov/legislation/dmca.pdf>
- \* Legal Alternatives: <http://www.educause.edu/>

Thank you for your adherence to UB IT policy and the Digital Millennium Copyright Act.



## CHAPTER XI Services

### Advisement

Students seeking advice, assistance, and information concerning the full-time graduate programs should visit the Graduate Programs Office, 203 Alfiero. Office hours are 8:30 a.m. – 5:00 p.m. M – TH and 8:30 a.m. – 3 p.m. on Fridays. The office phone number is 716-645-3204.

### Ciminelli Family Career Resource Center

The Frank L. Ciminelli Family Career Resource Center (CRC), located on the third floor of the Alfiero Center, serves as the primary career exploration and job search resource for MBA and MS students. The mission of the CRC is to create an environment that enables and motivates students to be successful in reaching their career goals. The CRC works with you to create an individualized plan based on your career goals. Your participation in the professional development seminars like MBA Advantage or MS Advantage, along with the practice interview program, career development workshops, résumé critiques, individual advisement and career strategy seminars will aid you as you develop a personalized strategy for achieving your career objectives. In addition, the CRC will connect you to the world of business through opportunities like the Network New York and Network Buffalo events, a mentor program, business simulations and competitions, campus recruiting and other events. And lastly, the CRC will help you manage the job-search process. Whether it's identifying target companies, managing multiple job offers or even compensation negotiations—the CRC will support you every step of the way.

The Career Resource Center is also dedicated to serving employers effectively and efficiently by providing them with qualified candidates who are able to make immediate contributions to business goals. The CRC's recruiting partners are committed to the school and recognize the value of the UB School of Management's world-class curriculum, emphasis on real-world practice, global perspectives and solid career preparation. The CRC provides employers countless ways to develop a campus presence and access students through networking events, information sessions, speaking engagements, career fairs and innovative career development programs. In addition, the CRC offers personalized assistance to employers in getting to know UB School of Management students and formulating a recruitment strategy that will provide the maximum benefit to their organization.

The CRC helps employers connect with UB School of Management talent, and as a result, recruiters recognize UB graduates in national surveys for their outstanding communication, analytical and team skills – critical indicators of your ability to make an immediate and valuable impact.

### Computer Resources

The School of Management's computer lab is located in Jacobs 210. This facility houses thirty networked personal computers that are linked to the Internet and are configured to access the UB Mail System. Each computer is configured with the most current versions of the Microsoft Office suite of products and software specific to School of Management curricula. Within the consultant's office, Jacobs 210A, two special configurations have been created for student access. One computer has been connected to an optical scanner. There is a printer available for students to use with their own personalized resume paper. There is a release print workstation in the consultant's office to ensure the printer is available. <http://mgt.buffalo.edu/students/facilities/jacobs>

Printing in the Jacobs lab is managed by `iprint@ub` software that helps to reduce paper waste and provide convenience to students. The Jacobs computer lab has been specifically designed for the use by the School of Management students and faculty. Only current School of Management students are able to log on to the lab computers. Upon the initial login onto a lab computer in 210 Jacobs Management Center, School of Management students will receive a free \$1 allocation in the default MGT-LAB purse, which is given out at the start of the academic year. A purse is a term used by the `iprint@ub` to refer to an account that may contain actual dollars or free quota to allow students pay for their individual print jobs. Once the free allocation in the MGT-LAB purse is expended, print jobs can only be released using personal Campus Cash purse funds. In order to add money to the Campus Cash account use UB Card account management interface. <http://www.myubcard.com/ubcard/account> The UB-provided `iprint` quota, allocated annually to all UB students for printing in central computer labs, is not available for use in the Management lab.

Additional computer facilities are located throughout the campus, such as those in Baldy Hall, Bell Hall, Clemens Hall and the Undergraduate Library in Capen Hall. Several of the facilities are open 24 hours a day.

Students at UB are required to have access to a computer and printer. This access goes beyond what is provided in the university's public computing sites, the university's My Virtual Computing Lab, <http://www.buffalo.edu/ubit/service-guides/software/my-virtual-computing-lab.html>, and School of Management's student computer lab located in Jacobs 210. While ownership is not strictly required, most will find it essential for success in their academic pursuits. If you already own a computer or are looking to purchase a new computer, please refer to the university's recommended



computing standards, in addition to the School of Management's requirements at <http://mgt.buffalo.edu/internal/computingreqs>.

Students with personal laptops may access the network through UB's Wireless Internet Zones on campus. The wireless network access is available on all three floors of the Jacobs Management Center and the Alfiero Center as well as across the three campuses. Students should consult with the "UB Wireless Network Access" website maintained by CIT for current standards and information. This is located at <http://www.buffalo.edu/ubit/service-guides/getting-connected/access-to-the-ub-network.html>

To ensure all traffic through the wireless open ports is secure and encrypted, it is recommended that students utilize the wireless network UB\_Secure as their choice for any wireless activity.

Students also have access to 10 team breakout rooms in the Alfiero Center for group study and project activities. Information regarding the scheduling of a room is available at <http://mgt.buffalo.edu/current-students/school-facilities/group-rooms.html>.

Full-time MBA and MS students are covered by the University's Microsoft License Campus Agreement. Students can obtain a personal copy of the current Microsoft Office Suite available for the Windows© and/or MacIntosh © platforms from <http://www.buffalo.edu/ubit/service-guides/software/downloading.html> In addition, full-time MBA students are covered by the Symantec Campus license agreement that provides Symantec EndPoint Protection and Firewall software and access to update the virus definitions

### **Email**

Each student is expected to have a University at Buffalo email address for communication with faculty, administrators, and fellow students. Incoming students will be provided an email account which is now "powered" by Google. Upon graduation students are now allowed to maintain and use their UB email account. Information can be found at <http://www.buffalo.edu/ubit/service-guides/email.html>.

Listserve are established early each semester to provide program administrators a convenient communication channel with students. Full-time MBA/MS students, if you are not on a listserve, please send a message to the director of graduate programs ([som-mba@buffalo.edu](mailto:som-mba@buffalo.edu)) and request that your name be added to the list.

EMBA AND PMBA students: EMBA's should send a message to [mgt-emba@buffalo.edu](mailto:mgt-emba@buffalo.edu) and PMBA's to [mgt-pmba@buffalo.edu](mailto:mgt-pmba@buffalo.edu).

This is a critical form of communication in the School of Management.

### **Financial Aid**

There are a number of ways to finance the cost of graduate education. You may receive more detailed information by contacting <http://financialaid.buffalo.edu/>

### **Announcements and Mail**

Communication is critical for every successful relationship and we, the graduate programs staff desire an open dialogue with all the MBA, MS and Ph.D. students. An important way to stay informed of current news and events is by visiting the announcement board on a regular basis: <http://mgt2.buffalo.edu/apps/orcalendar/>. It is also important that you read the GPO update emails. Information about GA and TA positions available across the university will be posted as well as up to date information regarding events, dates and times.

### **Parking**

Students need to obtain a parking hang-tag to park on campus between the hours of 7:00 a.m. and 3:00 p.m. They may park in lots that are not specifically designated for faculty/staff use. Parking is permitted only in designated spaces and is prohibited on all roadways, sidewalks, grassed areas, service areas, and special-permit parking spaces. From November 15 to April 15 overnight parking is permitted only in designated lots. Information about online registration for parking permits is located at: <http://www.ub-parking.buffalo.edu/permits.shtml>

## **CHAPTER XII Associations and Student Organizations**

Clubs and organizations can be found online at <http://mgt.buffalo.edu/about/contact-visit/student-clubs.html>

### **Note on Offices:**

Student organizations complying with school regulations will be assigned office space in the Jacobs 206 suite located on the second floor between Jacobs Management Center and the Alfiero Center. Most clubs will be in shared offices. Since space is limited, newly formed clubs may not be allocated space.

## **CHAPTER XIII Student Honors and Awards**

### **Beta Alpha Psi**

Beta Alpha Psi, the national accounting fraternity, is a scholastic and professional organization, which encourages and recognizes scholastic and professional excellence in the field of accounting. By promoting the study and practice of accounting and providing opportunities for interaction with practicing accountants, the organization hopes to encourage in students a sense of ethical, social, and public responsibilities. Those students who have attained the appropriate cumulative grade point average in accounting courses and are in the upper 35 percent of their class in all University courses are eligible for membership.

### **Beta Gamma Sigma**

Beta Gamma Sigma is the national honor society honoring outstanding students in management. Membership is based on character and high scholarship, and for MBA graduates is restricted to those graduating in the upper 15 to 20 percent of all UB MBA programs in a given year. Membership is by election by a committee of faculty and staff. Information concerning Beta Gamma Sigma is available in 203 Alfiero.

### **Graduation Awards**

Center for International Leadership William H. Wendel Award for MBA Student Excellence in Leadership

Charles H. Diefendorf Award in Finance

Sidney N. Kahn Memorial Award for MBA Student Excellence in Sales and Marketing

MBA Student Achievement Award

MS Student Achievement Award

Dr. Marcel and Mrs. Kathryn Vinokur Award to Promote Global Understanding

Dr. Jerry and Mrs. Dina Wind Award to Promote Global Understanding

### **School of Management Honors**

For outstanding performance in the completion of graduate programs leading to the MBA degree, the School of Management awards the degree "With Distinction" to graduates with overall grade point averages of 3.75 and above in all MBA courses. About 10 percent of those receiving the MBA degree receive these honors. Recipients receive a letter from the dean of the School of Management, and the honor is recorded on the final transcript.



### **The UB School of Management Alumni Association (SOMAA)**

SOMAA is comprised of graduates who are actively involved in helping students achieve success throughout their academic careers and into the business world after graduation. The SOMAA provides students access to a powerful global network of resources. As an MBA student, you have access to the wealth of experience of thousands of UB graduates throughout the world – nearly 36,000 School of Management and more than 230,000 UB alumni.

**Alumni Open Doors:** Networking events sponsored by the alumni association are offered through the Office of Alumni Engagement in collaboration with Career Resource Center (CRC) and the Graduate Programs Office. Alumni provide you with a direct link into the global business community, putting you ahead of the competition for internships and jobs.

**Alumni Jump-start Careers:** Many alumni volunteer their time to speak directly with students and recent graduates and offer guidance, insight and support, from improving your leadership skills, to connecting you with employment opportunities.

**Alumni Provide Scholarship Opportunities:** Each year, the SOMAA awards a renewable \$7500 scholarship to an incoming MBA student.

**Mentors:** After completing MBA Advantage in January, you can join the “UB School of Management MentorLink” LinkedIn group. Alumni in the group who have joined want to share their experience, knowledge and career insights with students.

**Alumni presentations:** Alumni bring their experience, success and practical knowledge to campus in a variety of ways including the Conversations with an Executive and Coffee Cup Conversation speaker series, judging case competitions, involvement with LeaderCORE, in-class presentations and more.

**Network New York:** During the early spring semester, a student-alumni networking event takes place in NYC. It is geared towards preparing and connecting students with alumni for potential internship and employment opportunities.

**Job postings and campus recruiting:** Many alumni recruit graduates for internships and employment opportunities. Sign up and regularly check BizLink to stay informed.

**Student Champion Program:** SOMAA provides discounted and free tickets to attend certain student-alumni networking events.

In addition, SOMAA supports students through contributions to: personalized student business cards, on-campus speakers, MBA Preview Day, Conversations with an Executive Speaker Series, BizLink and MentorLink and more.

For more information: Office of Alumni Engagement and External Relations, UB School of Management, 150 Jacobs Management Center, 716-645-3224 <http://mgt.buffalo.edu/alumni>

## **State University of New York At Buffalo Policies Governing Non-Discrimination**

The following University policy statements are reissued in accordance with the requirements of various federal and state laws and regulations and executive orders.

### **General Policy**

In accordance with federal and state laws, no person, in whatever relationship with the State University of New York at Buffalo, shall be subject to discrimination on the basis of age, creed, color, disability, national origin, race, ethnicity, sex, sexual orientation, marital or veteran status.

Additionally, Governor's Executive Order 28, as amended, prohibits discrimination on the basis of sexual orientation in the provision of any services or benefits or in any matter relating to employment. The policy of the Board of Trustees of the State University of New York also requires that personal preferences of employees and students which are unrelated to performance, such as private expression or sexual orientation, shall provide no basis for judgment relating to such individuals.

### **Sexual Harassment**

Sexual harassment of employees and students, as defined below, is contrary to University policy and is a violation of federal and state laws and regulations.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic advancement; (2) submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance, or creating an intimidating, hostile, or offensive environment.

No University employee of either sex shall impose a requirement of sexual cooperation as a condition of employment or academic advancement, or in any way contribute to or support unwelcomed physical or verbal sexual behavior.

Adapted from "Guidelines on Discrimination Because of Sex, 29 CFR Part 1604.11, 45FR74676."

### **Right of Persons with Disabilities to Identify Themselves**

Title 28 of the Code of Federal Regulations, implementing Title II of the Americans with Disabilities Act of 1990, defines a disabled person as one who has (1) a physical or mental impairment which substantially limits one or more major life activities, (2) a record of such an impairment, or (3) is regarded as having such an impairment, who can, with or without reasonable accommodation perform the essential functions of a job, or meet the essential requirements for receipt of a service or participation in a program.

Under section 60-741.4 of the regulations implementing Section 503 of the Rehabilitation Act of 1973, all employees with disabilities who would like to be considered under the University affirmative action program are invited to identify themselves by letter or telephone call.

Information will be handled on a confidential basis, and persons may call for further information without having to identify themselves by name or department.

Any member of the University community who requires additional information, wishes to make a complaint or to receive a copy of the University procedures to be followed for complaints arising from matters related to the policies outlined above should contact: Affirmative Action Officer, 517 Capen Hall, Phone (716) 645-2266.