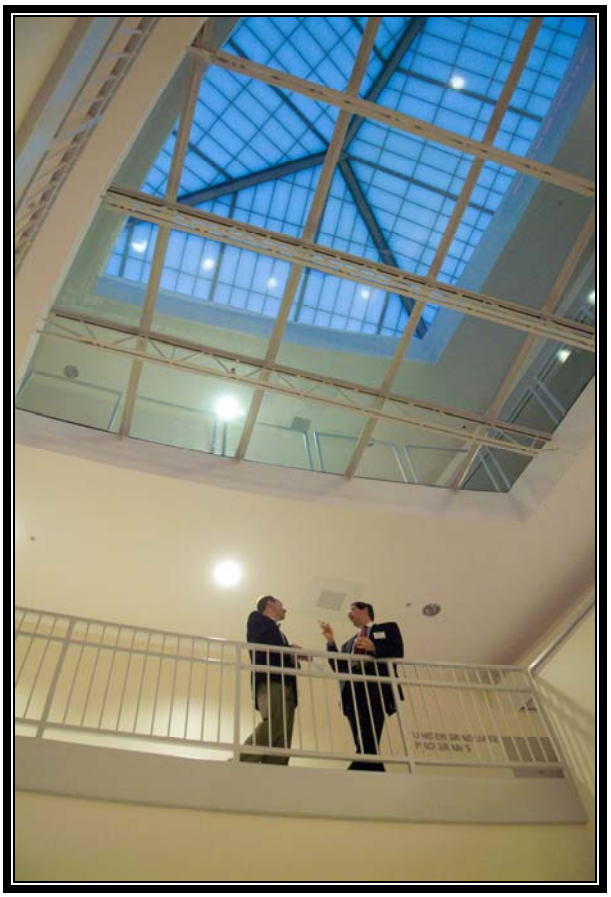
School of Management

University at Buffalo The State University of New York

2012-2013

MBA and MS HANDBOOK

Expect^2 RESPECT



School of Management
University at Buffalo The State University of New York

Expect^2 RESPECT

Expect^2

- **Respect your faculty**
  - Be on time for class – all the time
  - Contact them in advance if you **must** miss something
  - Pay attention in class
  - Read that syllabus
  - Turn off cell phones/iPods/pagers/web-surfing/instant messaging, etc.
  - Submit assignments on time
  - Save personal conversations for non-class time
  - Pay particular respect to guest presenters – your actions reflect on your faculty and your program
  - Complete the UBCATS surveys thoughtfully
  - Collaborate with faculty on research projects
- **Respect intellectual property rights**
  - **DO NOT** plagiarize
  - Submit your own, and only your own, work
  - Know what is supposed to be group work and what is supposed to be individual work
  - Cite all uses of others' ideas in your work
  - If you cut-and-paste, cite the source
  - You are an intelligent individual – think, create and express your own intellectual property
  - Report IP violators to your faculty and/or your director
- **Respect your fellow students**
  - Cooperate with your group in scheduling regular meeting times
  - Show up for scheduled group meetings on time
  - Do your fair share of group assignments
  - Communicate with and respect your group mentor
  - Never ask someone else for their work
  - Never submit someone else's intellectual property to your group as yours – the whole group will be penalized
  - Seek to understand and respect cultural and religious differences
  - Help each other understand and overcome language and communication challenges
  - Don't even think about sexual harassment
- **Respect yourself as a management professional**
  - Strive to do well academically but balance grades, program activities, case competitions, club involvement, volunteerism, internships, and an early job search – a 4.0 GPA doesn't get you the job all by itself

- Dress professionally – business casual most of the time – business professional for special events – time to grow out of sweats and baseball caps – represent yourself professionally all the time, you never know when that networking opportunity will walk up to shake your hand
- Pay attention to diet and exercise
- Pay attention to personal grooming and hygiene, maintain a professional haircut, shower frequently and use deodorant liberally
- Attend program social events
- Attend events sponsored by the program, CRC, SOMAA…
- Drink in moderation. NEVER get drunk at a program function, or show up for any program activity unless you are *stone cold sober*

- **Respect the CRC and your career development**
  - Engage fully in CRC activities, programs and events, individual and group
  - Seek solid internship experiences, for-credit or not-for-credit as allowed by your schedule and federal regulations
  - Engage in the job hunt EARLY and COMPLETELY
  - Your job, fellow students' jobs, and your program rankings depend on everyone aggressively engaging in job searches
  - Show up for interviews on time, well prepared and well groomed
- **Respect program administration**
  - Read communications from the Graduate Programs Staff
  - Check the plasma screens and Web site for coming events
  - Attend events for your own enrichment and to support continued sponsorship and development of programs
  - Communicate your needs and concerns
  - Schedule advising appointments each semester to make sure you are on track to graduate on time
  - Watch for, and meet, filing deadlines
  - Drop in and visit us once in a while

AND you can *Expect*^{2} earn RESPECT

from:

- **Your faculty**
- **Your fellow MBA or MS students**
- **Students in other programs at the university**
- **MBA / MS students at other schools**
- **Your friends and relatives**
- **Staff and administrators**
- **Alumni**
- **Guests**
- **Prospective employers**
- **Future management colleagues**

And, most importantly, you can wake up in the morning, look at yourself in the mirror, and respect the person you see.

Expect^2 RESPECT

UB Concert* Rules

Standards of conduct for classes

Classes will start and end exactly on time. Students and faculty are expected to be prompt.

Students will sit according to a seating chart, and display name tents.

Students will remain in attendance for the duration of the class, except in an emergency.

All phones and electronic devices, including laptop computers, are turned off except as expressly permitted by the instructor.

*Concert here refers to a “Classical” concert not a “Rock” concert.

Adapted from the Wharton School MBA Program at the University of Pennsylvania.

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ACADEMIC CALENDAR FOR 2012-13

FALL 2012

Instruction begins……Monday, August 27
Labor Day Observed……..Monday, September 3
Rosh Hashanah (classes cancelled after 6 p.m.) ……..Sunday, September 16
Rosh Hashanah (classes cancelled until 6 p.m.).....Monday, September 17
Yom Kippur (classes cancelled after 6 p.m.)……..……Tuesday, September 25
Yom Kippur (classes cancelled until 6 p.m.)……..…Wednesday, September 26
Fall recess ……Wednesday, November 21 – Saturday, November 24
Classes resume……..…Monday, November 26
Last day of classes ……..Friday, December 7
Reading days…….....Saturday, December 8 and Sunday, December 9
Semester final examinations……..Monday, December 10 – Monday, December 17
Winter recess begins……Tuesday, December 18

SPRING 2013

Instruction begins ……....Monday, January 14
Martin Luther King Day Observed ……..Monday, January 21
Spring recess ……....Monday, March 11 – Saturday, March 16
Classes resume……..…Monday, March 18
Last day of classes……..Monday, April 29
Reading days……Tuesday, April 30 and Wednesday, May 1
Semester final examinations ……..……Thursday, May 2 – Thursday, May 9
Commencement weekend ……..…..Thursday, May 9 – Sunday, May 12
School of Management Graduate Commencement ……..……**5 p.m., Friday, May 10**

Registration Calendar for 2012-13

FALL 2012

Last day to drop courses with no financial or academic liability……..……..…Saturday, September 1
Last day to add courses ……..……...Tuesday, September 3
Courses may be dropped for grade of "R" ……..……..September 3 – November 9
For part-time tuition course drop rates/dates see: http://studentaccounts.buffalo.edu/calendar.php *
First day on which courses dropped will be assessed 100% tuition……..…Sunday, September 23
Last date to resign for an "R" grade…….....……..Friday, November 9

*Not applicable to full-time students – tuition is the same for 12 to 19 credits.

SPRING 2013

Please consult university websites at: http://registrar.buffalo.edu/calendars/student/index.php and http://studentaccounts.buffalo.edu/calendar.php Relevant dates were not complete at the time of publication.

Official calendars are posted on the university website in the Registrar and Student Accounts areas. Some dates above were not confirmed at time of publication. Students are advised to check the websites. ***Official University dates are binding.***

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."

STAFF DIRECTORY

School of Management Graduate Personnel

Arjang A. Assad
Dean – School of Management
160 Jacobs Management Center
Phone: 716-645-3221

Brian E. Becker
Senior Associate Dean
280 Jacobs Management Center
Phone: 716-645-3235

Katherine G. Ferguson
Associate Dean, Academic Programs
160 Jacobs Management Center
Phone: 716-645-5908

Fred Dansereau
Associate Dean for Research
276 Jacobs Management Center
Phone: 716-645-3236

Frank Krzystofiak
Associate Dean & Academic Director, Executive Education
108 Jacobs Management Center
Phone: 716-645-3230

Cynthia Shore
Senior Assistant Dean, Alumni and External Relations
150 Jacobs Management Center
Phone: 716-645-3226

David Costello
Assistant Dean
Information Technology
118 Jacobs Management Center
Phone: 716-645-3210

Lawrence D. Michael
Assistant Dean
Resource Management
133 Jacobs Management Center
Phone: 716-645-3210

Jacqueline Ghosen
Assistant Dean, Director of Communications
160 Jacobs Management Center
Phone: 716-645-2833

Full-time MBA/MS Programs
203 Alfiero Center
Phone: 716-645-3204

David W. Frasier
Assistant Dean and Administrative Director
Graduate Programs

Jaimie L. Falzarano
Associate Director
Graduate Programs

Julie Farrell
Assistant Director of Student Services

Meghan Felser
Associate Director of Graduate Recruiting and Marketing

Jill Illenz
Associate Director of Student Services

Kathi Stange
Administrative Assistant

Malinda Stulba
Graduate Admissions Coordinator

Jennifer VanLaeken
Assistant Director of Graduate Recruiting and Reporting

Career Resource Center
308 Alfiero Center
Phone: 716-645-3232

Gwen S. Appelbaum
Assistant Dean and Director

Michael A. Paolini
Senior Associate Director

Carrie Gardner
Administrative Director, Credit-Bearing Internship Program

Pamela Krakowiak
Associate Director

Melissa Ruggiero
Senior Associate Director

Daniel Wolfe
Employer Relations Manager

Mary Dahl
Program Assistant
Credit-Bearing Internship Program

Caitlin C. Logue
Undergraduate Program Manager

Christopher Salem
Undergraduate Advisement Associate

Rebecca Cercone
Recruitment and Office Coordinator

Executive Ed, EMBA, PMBA
108 Jacobs Management Center
Phone: 716-645-3200

Courtney J. Walsh
Assistant Dean

Cindy DeGeorge
Program Assistant

Melissa A. Falgiano
Recruitment and Admissions Advisor

Maggie Grady
Program Coordinator

Elaine T. Renouf
Marketing and Business Development Manager

Jackie Tomaszewski
Operations Coordinator

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://helpdesk.buffalo.edu/
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

Department Chairs

SUSAN S. HAMLEN, Chair, Department of Accounting and Law, PhD, Purdue University; CMA

KEE H. CHUNG, Chair, Department of Finance and Managerial Economics, Louis M. Jacobs Professor of Financial Planning and Control, PhD, University of Cincinnati

RAMASWAMY RAMESH, Chair, Department of Management Science and Systems, PhD, State University of New York at Buffalo

ALAN S. DICK, Chair, Department of Marketing, PhD, University of Florida

NALLAN C. SURESH, Chair, Department of Operations Management and Strategy, PhD, University of Cincinnati

JERRY M. NEWMAN, Chair, Department of Organization and Human Resources, PhD, University of Minnesota, Distinguished Teaching Professor

Full-Time Faculty 2012-13

DEPARTMENT OF ACCOUNTING AND LAW
Chair: Susan S. Hamlen

Professor
WILLIAM KROSS, PhD, University of Iowa; CPA (Illinois)

Associate Professors
FENG GU, PhD, Washington University

SUSAN S. HAMLEN, PhD, Purdue University; CMA; CFM

MYUNGSUN KIM, PhD, Purdue University

WEIHONG XU, PhD, Washington University

Adjunct Associate Professors
ALEX B. AMPADU, MBA, Rochester Institute of Technology; CPA (New York); CMA; CIA

ANN B. COHEN, MBA, State University of New York at Buffalo; CPA (New York)

ARLENE M. HIBSCHWEILER, JD, MBA, State University of New York at Buffalo; Attorney (New York)

Assistant Professors
CLAUDIA ZHEN QI, PhD, University of Southern California

INHO SUK, PhD Purdue University

KENNETH ZHENG, PhD, University of Texas at Dallas

Adjunct Assistant Professors
LORRIE METZGER, MBA, State University of New York at Buffalo; CPA (New York)

KATHLEEN S. NESPER, MBA, State University of New York at Buffalo; CPA (New York)

KATHY R. O'DONNELL, MBA, State University of New York at Buffalo; CPA (New York)

MARTHA SALZMAN, JD, University of Pennsylvania; Attorney (New York)

DEPARTMENT OF FINANCE & MANAGERIAL ECONOMICS
Chair: Kee H. Chung

SUNY Distinguished Professor
ISAAC EHRLICH, PhD, Columbia University; Melvin H. Baker Professor of American Enterprise

Professors
KEE H. CHUNG, PhD, University of Cincinnati, Louis M. Jacobs Professor of Financial Planning and Control

JOSEPH P. OGDEN, PhD, Purdue University

CHUNCHI WU, PhD, University of Illinois M&T Professor of Banking and Finance

Associate Professors
WILLIAM A. HAMLEN, JR., PhD, Purdue University

KENNETH A. KIM, PhD, University of Rhode Island

PHILIP R. PERRY, PhD, University of California at Berkeley

HONGPING TAN, PhD, Queen's University, Canada

Assistant Professors
VELJKO FOTAK, PhD, University of Oklahoma

SAHN-WOOK HUH, PhD, University of California at Los Angeles

JERCHERN LIN, PhD, University of California at Los Angeles

ZHAN JIANG, PhD University of Iowa

IGOR KOZHANOV, PhD University of Minnesota

CRISTIAN-IOAN TIU, PhD,
University of Texas at Austin

Adjunct Assistant Professors
HODAN S. ISSE, PhD,
George Mason University

DEREK J. MOHR, JD,
Case Western Reserve University

SUDHIR SUCHAK, MBA
Canisius College

DEPARTMENT OF MANAGEMENT SCIENCE AND SYSTEMS
Chair: Ramaswamy Ramesh

SUNY Distinguished Service Professor
H. RAGHAV RAO, PhD,
Purdue University

Professors
RAMASWAMY RAMESH, PhD,
State University of New York at Buffalo

G. LAWRENCE SANDERS,
PhD, Texas Tech University

Associate Professors
RAJIV KISHORE, PhD,
Georgia State University

RAJ SHARMAN, PhD,
Louisiana State University

Assistant Professor
SANJUKTA DAS SMITH, PhD,
University of Connecticut

Adjunct Associate Professor
DAVID J. MURRAY, MBA
State University of New York at Buffalo

DEPARTMENT OF MARKETING
Chair: Alan S. Dick

Professors
ARUN K. JAIN, PhD,
University of Pennsylvania;
Samuel P. Capen Professor of Marketing Research

DEBABRATA TALUKDAR,
PhD, University of Rochester

MINAKSHI TRIVEDI, PhD,
University of Texas at Dallas

Associate Professor
ALAN S. DICK, PhD,
University of Florida

Assistant Professors
RAM BEZAWADA, PhD,
Purdue University

SRI DEVI DUVVURI, PhD
Columbia University

ARUN LAKSHMANAN, PhD
Indiana University

CHARLES D. LINDSEY, PhD,
Indiana University

DEPARTMENT OF OPERATIONS MANAGEMENT AND STRATEGY
Chair, Nallan C. Suresh

Professors
WINSTON T. LIN, PhD,
Northwestern University

NALLAN C. SURESH, PhD,
University of Cincinnati

Associate Professors
YONG LI, PhD,
University of Illinois

NATALIE C. SIMPSON, PhD,
University of Florida

CHARLES WANG, PhD,
Syracuse University

Assistant Professors
AKIE IRIYAMA, PhD
University of Pittsburgh

JUN RU, PhD,
University of Texas at Dallas

Adjunct Assistant Professors
DIANNA CICHOCKI, MS, State University of New York at Oswego
HAROLD STAR, PhD,
Concordia University

DEPARTMENT OF ORGANIZATION AND HUMAN RESOURCES
Chair: Jerry M. Newman

SUNY Distinguished Teaching Professor
JERRY M. NEWMAN, PhD,
University of Minnesota

Professors
BRIAN E. BECKER, PhD,
University of Wisconsin

FRED DANSEREAU, PhD,
University of Illinois

PAUL TESLUK, PhD,
Pennsylvania State University
Donald S. Carmichael Professor of Organization and Human Resources

Associate Professors
PRASAD BALKUNDI, PhD,
Pennsylvania State University

FRANK J. KRZYSTOFIAK,
PhD, University of Minnesota

DARREN C. TREADWAY, PhD,
Florida State University

Adjunct Associate Professors
RAYMOND ORRANGE, MBA,
State University of New York at Buffalo

JOSEPHINE M. ZUBEK, PhD,
State University of New York at Buffalo

Assistant Professors

ROBYN BROUER, PhD
Florida State University

BRADLEY OWENS, PhD,
University of Washington

Adjunct Assistant Professors
MURIEL ANDERSON, MBA,
State University of New York at Buffalo

FRANK CICCIA, MBA,
State University of New York at Buffalo

NICHOLAS J. EVEREST, MS
Daemen College

MARY ANN ROGERS, MBA
State University of New York at Buffalo

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 redesigned 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 recently conducted a comprehensive review of our core curriculum. They looked at the latest management education trends in light of the skills that individuals and organizations need for our globally integrated world of business. They consulted 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 were considered integral to the revised core. The result is a smaller, modular core focusing on what every manager needs to know, with renewed emphasis on delivery as well as content, with an experiential capstone. This restructuring also allows students greater flexibility to take advantage of a rich selection of concentrations and the LeaderCORE™ program.

FIRST YEAR

Prerequisites – one semester of calculus with a "B" or better grade and completion of "MBA Boot Camp"

First Semester - 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)
- MGG 601 Corporate Social Responsibility & Sustainability (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 - 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 Management (2 credits - second 7 weeks)

SECOND YEAR

Third Semester – 15 elective credits

- May include a three-credit internship[+]

Fourth Semester - 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 (60) credit hours including twenty-seven (27) credits of mostly cohort-based core. A concentration is *not* required.

[+]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 83.

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. A concentration is *not* required.

Formal concentrations are:

Finance
Global Services and Supply 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 and Managerial Economics
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
MGA 635 Global Financial Reporting
MGF 636 Complex Financial Instruments
MGF 637 Financial Modeling
MGF 638 Fixed Income Securities
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 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

Global Services and Supply Management Concentration

The GSSM concentration is designed to train managers for the 21st century business context involving global services, manufacturing enterprises, and globally-dispersed supply chains. Global services and supply management is spearheading new research programs and educational opportunities. It addresses developing innovative business strategies and the creation of unique customer value propositions through global value networks. These networks comprise worldwide, IT-enabled manufacturing and service operations, and supply chain and logistics systems. Of special interest and focus is the alignment of the information capital of a firm with its business processes to provide opportunities for enhancing productivity and growth.

FIRST YEAR

Fall Semester
MBA Core 15 credits

Spring Semester
MBA Core 10 credits
Electives 3-6 credits

SECOND YEAR
MGO 642 Integration of Business Foundations – 1 credit
MGO 644 Business Practice – 1 credit

A minimum of 27 additional credits is required if the first year curriculum was followed as above, 18 credits of GSSM courses as outlined below and 9-12 elective credits, which may include an internship.

MGS Curriculum

Students enrolled in the GSSM option are required to take 9 MGS credits as below:
3 credits MGS 602 - Global Information Technology Infrastructure Management
3 credits MGS 611 - Management of Globally Distributed Services
3 credits MGS Elective (from the list below)

MGS Electives:
MGS 607 Technology and Innovation Management
MGS 613 Database Management Systems
MGS 614 Systems Analysis and Design
MGS 616 Decision Support Systems
MGS 625 Management of IT Projects
MGS 647 Supervised Research in MIS
MGS 650 Information Assurance
MGS 651 Management of Computer Networks
MGS 655 Distributed Computing
MGS 659 Seminar in Electronic Commerce
Any other approved graduate-level MGS course with the permission of the instructor.

MGO Curriculum

Students enrolled in GSSM option are required to take 9 MGO credits as shown below:

3 credits	MGO 633 - Supply Chains & Global Operations
6 credits	MGO electives (6 credits from the following courses):

MGO Electives:

MGO 636	Supply Chain: Design, Modeling & Optimization
MGO 637	Purchasing & Global Supply Management
MGO 638	Logistics & Global Distribution Management
MGO 631	Manufacturing Planning and Control

Any other approved graduate-level MGO course with the permission of the instructor.

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 3 credits – by application to LeaderCORE™
	Elective 3 credits optional – see spring semester second year

SECOND YEAR

Fall semester

MGI 601	Principles of Workforce Engagement (3)
	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	Leadership PACE (3) (by application only – spring first year 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.
At present, there are four disciplines participating in the program in terms of the applicable courses they offer: Computer Science and Engineering (CSE), School of Management (SOM), 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, 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, systems analyst within a traditional information systems department, and a systems analyst within a functional unit such as marketing, human resources, finance or operations.

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

MGO 680	International Business Environment*+
MGF 685	International Financial Management*
	Primary concentration courses and/or internship – 9 credits

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 – 6-9 credits

*concentration requirements
[+]This course qualifies students to take the China trip during January

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, 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, or a large international, full service consulting firm.

FIRST YEAR

Fall Semester

MBA Core	15 credits

Spring Semester

MBA Core	10 credits
	Electives* 3-6 credits

SECOND YEAR

Fall semester

MGI 601	Principles of Workforce Engagement
	Electives* – 12 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

*6 elective credits must be selected from the following courses:

MGB 607	Leadership and Motivation
MGB 620	Special Topics – Team Mentor Program
MGB 666	Leadership PACE (by application to LeaderCORE™ – spring of first year)
MGG 622	Special Topics: Leadership Development
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 recent 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.

Students are strongly encouraged to seek a marketing internship during the summer between the first and second years.

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 (SC&OM) 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)
	SC&OM 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*
	SC&OM Elective[+]*
	Electives – 6-9 credits

[+]Choose two of the following electives:

MGO 617	Service Operations and Extreme Events
MGO 636	Supply Chains: Design, Modeling & 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 that are struggling.

- 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 minutes of team meetings 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 administrative director of graduate programs at any time.

Credit-Bearing Internship Program (CBIP)

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 spend a minimum of 150 hours applying knowledge and skills learned in the classroom to real-world projects within diverse professional work environments.

The summer between the first and second years of the MBA curriculum is the perfect time to engage in an internship. MS graduate programs should check within their department for specific internship policies.

The internship program 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.

MBA students performing academically at a 3.0**,** or above**,** GPA are granted automatic 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. These internship postings are

located in an on-line database called BizLink, which is shared by the CRC and the internship program. 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 but 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. Once students interview and accept an offer, they are registered for three academic credits corresponding to the internship focus. The CBIP syllabus outlines academic assignments required for successful completion of the internship experience and each student is graded on a pass/fail basis by the internship program.

International students must obtain proper work authorization BEFORE participating in an internship and will work directly with the CBIP to initiate this process once an internship offer is accepted.

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.

Each year, the CBIP 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

NOTE: Only one (1) three-credit internship may count toward the 60-credit graduation requirement.

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

Renmin University dual MBA degree program in Beijing, China
The dual degree program between RBS and UB offers truly global perspectives on business management and allows students to earn MBA degrees from two of the most prestigious universities. Under the joint academic agreement MBA students in either RBS or UB will have the opportunity to study in the partner school for a whole year. After meeting all the requirements of both schools, students will be conferred with MBA degrees by RBS and UB. The one year in Beijing and one year in New York study mode saves time and cost. The program will build language capacity, develop understanding of different business systems, and ready students for business networks in both China and America. For more details please see:
http://mgt.buffalo.edu/files/degrees/mba/RenminExchange.pdf

LeaderCORE™ Program

LeaderCORE™

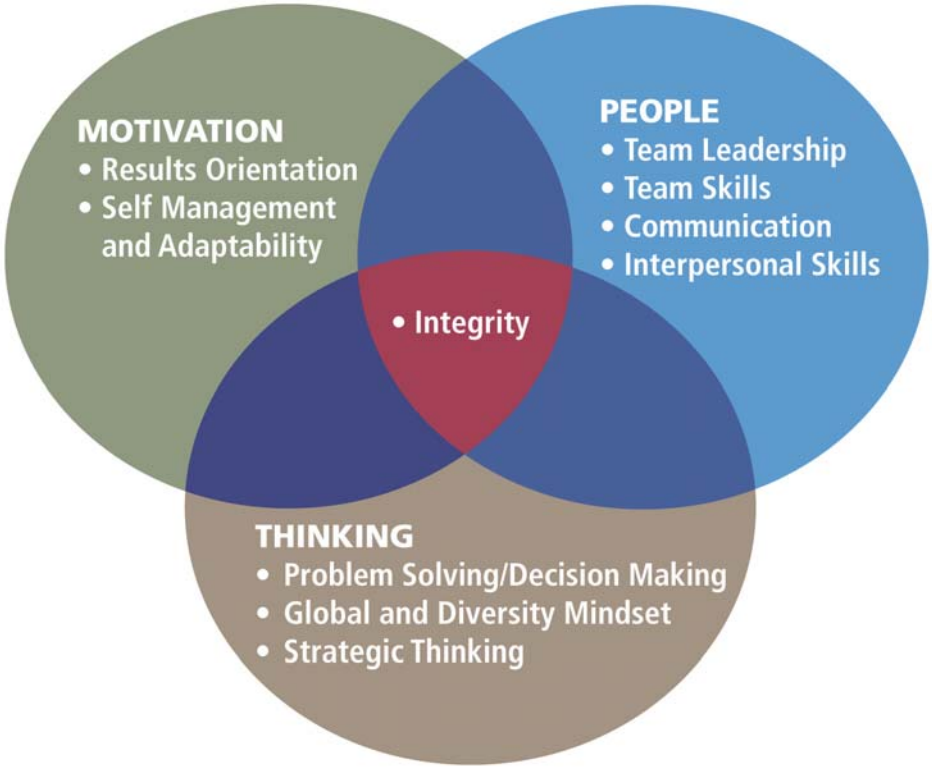
Certification of Readiness and Excellence

Vision
Corporate leaders today want business school graduates who are equipped with skills beyond industry knowledge and technical ability. Such graduates are "management ready" with the ability to create value for their organizations.

At the UB School of Management, we embrace that challenge through a comprehensive new certification program called LeaderCORE (Certification of Readiness and Excellence). Spanning the entire two years of your UB MBA experience, LeaderCORE gives you the opportunity to study and navigate real-world business situations while developing a set of clearly identified management competencies that differentiate your accomplishments and lead to effective performance in the workplace.

LeaderCORE ensures that our graduates will transition seamlessly from business school to leadership-track careers.

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, you will undergo a rigorous assessment process to identify the competencies you wish to strengthen. Next, we will help you 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 you to develop skills that will prepare you to lead today's organizations. These opportunities exist within your 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 your final semester, you will be evaluated and, if you are successful, you will receive LeaderCORE certification.

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 can complete MGM 615, MGB 610, MGT 640 and MGO 640 as part of the MBA program rather than taking the corresponding undergraduate courses and it is recommended that students choose MGI 601 as an elective to cover MGI 301. If not taking MGI 601, then students need to take MGI 301 the summer after 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

BS/MBA Program (Professional Accounting Concentration)
Hegis #0502/0506

JUNIOR YEAR
5th Semester
MGQ 301
MGS 351
MGF 301
MGA 301
MGA 311
MGA 303 (2 credits)
AACSB Elective (consider taking in summer)

6th Semester
MGO 302
MGI 301
MGE 302
MGA 302
MGA 314
MGG 300 (2 credits)
AACSB Elective**
(Students can complete MGM 615, MGB 610, MGT 640 and MGO 640 as part of the MBA program rather than taking the corresponding undergraduate courses and it is recommended that students choose MGI 601 as an elective to cover MGI 301. If not taking MGI 601, then students need to take MGI 301 the summer after junior year.)

SENIOR YEAR
7th Semester

	MBA Core – 15 credits

8th Semester

	MBA Core – 10 credits
MGA 611	Income Tax Determination and Planning*
MGA 613	Auditing*

FIFTH YEAR
9th Semester

MGA 614	Advanced Auditing
MGA 612	Taxation of Business Entities and Their Owners
MGT 640	Legal Aspects of Business Management *
	Internship and MBA Elective – 6 credits

10th Semester

MGO 642	Integration of Business Foundations – 1 credit
MGO 644	Business Practice – 1 credit
MGA 607	Advanced Financial Reporting*
MGA 617	Advanced Topics in Management Accounting and Control, OR
MGA 618	Current Issues in Financial Reporting, OR Elective (see notes)
	Finance Elective* - 3 credits
	MBA Elective – 3 credits

*required electives in registered accounting program.

New York State CPA Requirements:
The BS/MBA Program (Accounting) is registered with New York State as meeting the educational requirements for licensure as a CPA.

BS/MBA Program Notes:

- Students must complete either MGA 617 or MGA 618
- Students may consider courses offered in the MS in Accounting Program for satisfaction of MBA electives.

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 Program
Hegis #1401/0506

M Architecture/MBA
Hegis #0202/0506

MSW/MBA
Hegis #1204/0506

MPH/ MBA
Hegis # 1214/0506

In these dual degree programs, students complete all core MBA courses, and a total of six management electives including an internship. In addition, course work for the other degree must be complete for the MBA to be conferred. Consult with the MBA Academic Advisor regularly to monitor progress.

DDS/MBA
Hegis #1204/0506

MD/MBA
Hegis #1206/0506

PharmD/MBA Program
Hegis #1211/0506

In these dual degree programs, students complete all core MBA courses, and a total of five management electives including an internship. In addition, course work for the other degree must be complete for the MBA to be conferred.

Other Joint Non-Management Undergraduate/MBA Degrees

BS Engineering/MBA (5 tracks)

See the Management or Engineering websites for detailed curriculum guidance and be sure to meet with Academic Advisors in both schools.

CHAPTER III Professional and Executive MBA Programs

HEGIS #0506

Professional MBA

The PMBA curriculum gives par¬ticular attention to understanding the role of the business firm in society, the manage¬ment function of planning and control, and the tools with which modern management performs the functions of production, marketing, finance, and industrial rela¬tions. 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 sensi¬tivity 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"
MGA 604 Financial Analysis and Reporting
MGB 601 Behavioral and Organizational Concepts for Management

Second Semester (Spring)
MGE 601 Economics for Managers
MGQ 606 Probability and Statistics 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
Elective – Recommended, may be taken at any point in the curriculum

Sixth Semester (Spring)
Elective
Elective

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 18 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 (no summer classes). 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
MGE 601 Economics for Managers
MGF 631 Corporate Financial Management

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 M.S. Programs

M.S. in Accounting HEGIS #0502
M.S. in Finance HEGIS # 0504
M.S. in MIS HEGIS #0702
M.S. in SC&OM HEGIS #0599

M.S. 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 many 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. The M.S. 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 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 M.S. 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—Advanced Accounting Information Systems
MGA 623—Professional Tax Research (1 credit)
MGA 624—Research in Accounting and Auditing Standards (1 credit)
MGA 625—Professional Ethics and Corporate Governance (1 credit)
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)
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 642—Information Systems Audit
MGA 643—Fraud Detection and Prevention
Business Elective
For the Tax track:
MBA 651—Tax Aspects of Financial Planning

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 Systems Audit
MGA 643—Fraud Detection and Prevention

Grading Policy
Courses in the M.S. 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.

M.S. in Finance

This is a three-semester, full-time, 36-credit program with two alternative tracks: Financial Management (MS-FM) or Financial Engineering (MS-FE). The curriculum in either track requires completion of eleven specific 3-credit courses plus a 3-credit integrative project supervised by faculty. School of Management faculty teach all courses in the MS-FM track, while courses in the MS-FE track are taught by faculty in the School of Management and the Department of Mathematics.

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 M.S. 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-FE 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-FE track curriculum program differs from the MS-FM track curriculum in that the MS-FE 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 multi-national 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 (1) elective from set 1

ELECTIVE SET 1 (Choose 1):
MGF 637 Financial Modeling
MGF 657 Financial Innovation
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 641 Financial Policies and Strategy.
Two (2) electives from set 2

ELECTIVE SET 2 (Choose any 2):
MGA 632 Financial Statement Analysis
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 (2) electives from Set 1

*Capstone Set (Choose one)
MGF 644 Conducting Research: Fixed Income Securities
MGF 645 Conducting Research: Equities

The Financial Engineering Track (MS-FE)

FALL SEMESTER (First year)
MGF 633 Investment Management
MGF 637 Financial Modeling
MTH 537 Introduction to Numerical Analysis I
MTH 558 Mathematical Finance I

SPRING SEMESTER (First year)
MGF 636 Complex Financial Instruments
MGF 638 Fixed Income Securities
MTH 538 Introduction to Numerical Analysis II
MTH 559 Mathematical Finance II

FALL SEMESTER (Second year)
MGF 696 Portfolio Theory and Strategy
Capstone course*
Two (2) electives from Set 1

*Capstone Set (Choose one)
MGF 644 Conducting Research: Fixed Income Securities
MGF 645 Conducting Research: Equities

Finance Elective (Set 1):
MGA 632 Financial Statement Analysis
MGF 657 Financial Innovation
MGF 661 Management of Financial Institutions
MGF 685 International Financial Management
MGF 691 Special Topics

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 501 and 502, so will take 37 credit hours.***

Grading Policy
Courses in the M.S. 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.

M. S. 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 M. S. degree program in Supply Chains and Operations Management (MS-SC&OM) 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.

With the advent of new information systems and technologies (IS and IT), such as EDI, Internet, Intranet and Extranet, inter-organizational coordination mechanisms have 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 M. S. program was developed in response to the views expressed by industry practitioners consistently in recent years.

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, as SHRM and FMA are specific to human resources and finance respectively.

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 606 INTERMEDIATE FINANCIAL REPORTING (3)
A rigorous study of the theory and practice of financial accounting, with special emphasis on current problems of income determination, valuation of assets and equities, and preparation, analysis, and interpretation of published financial statements. The focus is on accounting choice in the business environment, providing the context for understanding forces affecting accounting choice, and why these forces might be perceived differently by management, auditors, security analysts, investors, and lenders. Current issues are researched via the Internet and student projects.
Prerequisite: MGA 603.
OFFERED IRREGULARLY

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: MGA 606 or equivalent.
AVAILABLE TO 3/2 ACCOUNTING/MBA STUDENTS IN FALL AND SPRING

MGA 611 INCOME TAX DETERMINATION and PLANNING (3)
A study of the concepts of federal income tax law applicable to individuals and business entities, including property transactions and compensation planning; the social, economic and political considerations which

underlie the law; and the use of the tax law for the purpose of better business and investment decision making. The course also introduces the use of computer-based tax research tools.
Prerequisite: MGA 603.
OFFERED IN SPRING AND FALL – AVAILABLE TO 3/2 ACCOUNTING/MBA STUDENTS

MGA 612 TAXATION OF BUSINESS ENTITIES AND THEIR OWNERS (3)
An examination of the tax provisions governing C corporations, S corporations and partnerships, including transactions between the entity and the owner, special concerns and opportunities for the closely held business and tax considerations involved in the choice of entity. Use of computer-based tax research tools is further developed.
Prerequisite: MGA 611 or equivalent.
NORMALLY OFFERED IN FALL.

MGA 613 AUDITING (3)
Analysis of the structure of a financial statement audit and environmental factors affecting the audit. Topics include professional ethics, litigation, internal control, forms of evidence, statistical sampling, substantive tests, and various types of audit reports. The course integrates important auditing concepts, including key provisions of the Sarbanes-Oxley Act and related Section 404 audits, in a logical manner to aid in the understanding of audit decision making and evidence accumulation in today's complex audit environment. Students apply concepts by preparing a computerized practice case simulating an actual audit. The course makes extensive use of NAARS and Internet information.
Prerequisite: MGA 606 or equiv.
NORMALLY OFFERED FALL AND SPRING – AVAILABLE TO 3/2 ACCOUNTING/MBA STUDENTS

MGA 614 ADVANCED AUDITING (3)
Advanced-level examination of external auditing issues and practice, with major emphasis on the evaluation of audit risk. Emphasis is on case analyses using internet-based and practitioner/faculty-developed resources. Emerging issues in auditing are identified and analyzed using audit concepts learned in MGA 613.
Prerequisite: MGA 613 or equiv.
NORMALLY OFFERED IN FALL

MGA 617 ADVANCED TOPICS IN MANAGEMENT ACCOUNTING AND CONTROL (3)
Applications-based analysis of current management accounting topics, including activity-based management, value chain analysis, capacity management, quality control, target costing, benchmarking, and the balanced scorecard. Emphasis is on case analyses demonstrating the role of management accounting information in actual business decisions.
Prerequisites: MGA 605 or equivalent.
NORMALLY OFFERED IN SPRING.

MGA 618 CURRENT ISSUES IN FINANCIAL REPORTING (3)
This course examines the supply of and demand for financial and accounting information. Issues covered include the relationship between financial statement information and investors and creditors, the role of security analysts, the incentives of corporate managers, and the roles that auditors and rule-making agencies play in improving the quality and availability of information. Particular emphasis is placed on the prior accounting research on these topics.
Prerequisite: MGA 606 or equivalent.
NORMALLY OFFERED IN SPRING

MGA 619-620 SEMINARS: SPECIAL TOPICS IN ACCOUNTING (3-3)
Prerequisite: Permission of instructor.
OFFERED IRREGULARLY.

MGA 621 ADVANCED ACCOUNTING INFORMATION SYSTEMS (3)
This course covers advanced Accounting Systems and includes an in-depth study of advanced accounting information system concepts with an emphasis on database systems and advanced technology applications in accounting systems. This course covers the use of information systems in the

Financial, Managerial, Tax and Auditing functions of the information model on a case basis. Experience using other software will also be provided, as will the procedures for moving data between the various platforms.
Prerequisite: MGA 311 or equivalent; MS Accounting student, or permission of instructor
NORMALLY OFFERED IN FALL

MGA 623 INTRODUCTION TO PROFESSIONAL TAX RESEARCH (1)
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, develop familiarity with major professional tax research tools 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)
The objective of this course is to develop a framework for professional research in the areas of accounting and auditing. To achieve this objective, students will: (1) develop discipline-specific research skills through the use of GAAP codification research tools; (2) become familiar with accounting literature and publications; (3) improved analytical and critical thinking skills through application of the Applied Research Process; 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 625 PROFESSIONAL ETHICS AND CORPORATE GOVERNANCE (1)
The objective of this class is to introduce accounting students to ethics issues and ethical decision making models used in the business world. The course will also explore the distinction between ethical and legal constraints. In addition, the class will analyze governance topics, beyond those issues discussed in a basic business law course, with a particular focus on the Sarbanes Oxley legislation of 2002. There will be a heavy emphasis on case analysis of ethical and governance issues that have arisen in the corporate environment.
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.
Prerequisite: MGA 603 or equivalent
NORMALLY OFFERED IN.FALL

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 auditing. Students will understand the use of the Institute of Internal Auditors International Professional Practices Framework (IPPF), risk, governance, and control issues, in conducting internal audit engagements. They will understand the various organizational

governance systems, selected business applications such as enterprise risk management (ERM), internal control identification, design and evaluation.
Prerequisite: MGA 402; MS Accounting student, or permission of instructor
NORMALLY OFFERED IN FALL

MGA 641 ADVANCED TOPICS IN INTERNAL AUDIT (3)
Advanced topical issues in internal auditing is a course that helps students develop the necessary skills for performing assurance and consulting services in the more complex areas of internal audit. It covers specialized areas such as auditing global capital markets, operational auditing, and forensic investigation services. The course concentrates on specific techniques used in auditing. The forensic section includes review and analysis of rules of evidence, sources of information, procedures and current issues in internal audit forensic investigations.
Prerequisite: MGA 640, or permission of instructor
NORMALLY OFFERED IN FALL

MGA 642 INFORMATION SYSTEMS AUDIT (3)
This course presents information systems audit and control concepts and management practices. As business continues toward a more substantial reliance upon the capabilities of information systems, it becomes increasingly important for auditors to understand information systems and how they relate to financial and general organizational controls. Upon completion of this course, students will be able to conduct audits of information systems.
Prerequisites: MGA 613, MS Accounting student or permission of instructor.
NORMALLY OFFERED IN SPRING.

MGA 643 FRAUD PREVENTION AND DETECTION (3)
A study of common fraudulent activities in business, methods of fraud prevention and detection, and the role of management and internal and external auditors. Consideration is given to asset misappropriations, fraudulent financial reporting, and other types of fraud.
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 FALL, SPRING, AND SUMMER.

MGA 651 TAX ASPECTS OF FINANCIAL PLANNING (3)
This course introduces the tax and financial planning issues involved when assisting a closely-held business and its principals throughout their respective lifecycles. The course will integrate the concepts of compensation planning, retirement and other employee benefit planning, investment planning, educational funding, retirement distribution 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. The course will address topics relating to both multistate and international taxation, focusing on their many common concepts.
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, stock redemptions, corporate liquidating distributions and corporate acquisitions and reorganizations.
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 and to MBA students meeting course prerequisites. 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 LEADERSHIP PACE (3)
As a required and integral component of LeaderCORE™, the purpose of this course is to a.) Help students identify areas of improvement in selected core competencies, b.) Provide guidance for improvement, and c.) Establish a personal portfolio defining developmental growth. This course offers person-centered learning with the guidance of multiple professionals.
Prerequisite: LeaderCORE™ program acceptance.
NORMALLY OFFERED IN SPRING.

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 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
OFFERED IN FALL.

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 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 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. The investment usefulness of the financial instruments as well as applications of the pricing models of options are thoroughly covered.
Prerequisites: MGF 611, MGF 633 or permission of instructor.
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 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.
OFFERED IN FALL 2007.

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 SPRING.

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 SPRING.

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
MAY BE OFFERED FALL OR SPRING.

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 SPRING.

MGG 501- 502 INTRODUCTION TO BUSINESS (3,3)
MGG 501-502, is a foundation sequence of two courses 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 two semesters, 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. In MGG 501students learn that strategy drives the functioning of business, and that the economic and legal environments influence both strategic choices and functional decision-making. The semester continues with a broad discussion of the language of business, focusing primarily on accounting and financing principles and fundamentals. In MGG 502, described below, students will 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, non-linear dialogue.
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
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
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.

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 a 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
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 concurrent with MGO 620, 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.
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 620 or concurrent with MGO 620.
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
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 be covered.
Prerequisite: MGO 620
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
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 chairman.

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 (1)
JANUARY 2013 CHINA TRIP OFFERED AS SPRING COURSE
Prerequisite: MGO 695 in fall 2012

MGO 695 INTERNATIONAL BUSINESS STRATEGY: THE CHINA CHALLENGE (2)
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 2012 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 two credit course is followed by an in country, one credit “China Study Program” over the January 2013 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.
OFFERED IN FALL 2012

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 MANAGEMENT (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 – 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, entrepreneur-ship, 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 healthcare. 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 healthcare 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 HEALTHCARE MANAGEMENT (3)
This course provides managerial and strategic perspectives on improving the planning, deployment and delivery of healthcare services enabled by IT. Effective healthcare management requires innovative approaches that integrate people, processes and technologies in healthcare organizations and services. Whether in IT, finance, operations, marketing, or any other domain, aspiring leaders in the healthcare field need to understand the US healthcare system, and the opportunities and challenges arising from the healthcare information revolution, especially as it relates to patient safety, quality of healthcare, and profitability. This course will elucidate broader perspectives on creating and leading a variety of healthcare 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 <u>ONLY</u> 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, distribute 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 640 LEGAL ASPECTS OF BUSINESS MANAGEMENT (3)
Coverage of contracts, business organizations, government regulations, and various areas of commercial law. Fundamental issues in jurisprudence, procedure and legal reasoning, and related global, ethical, and public policy issues are addressed. This survey course is appropriate for all management students.
NORMALLY OFFERED IN FALL – AVAILABLE TO 3/2 ACCOUNTING/MBA STUDENTS

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 CBIP 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 Program 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; Calculus is primarily a prerequisite for MGQ 608/609 and MGE 604.

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: MGA 611 or equivalent
MGA 613: MGA 606 or equivalent
MGA 614: MGA 613 or equivalent
MGA 617: MGA 605
MGA 618: MGA 606 or equivalent
MGA 619-620: PI
MGA 621: MGA 311 or equivalent or MSACC, PI
MGA 623: MSACC or PI
MGA 624: MSACC or PI
MGA 625: MSACC or PI
MGA 632: MGA 603, MGF 611
MGA 635: MGA 603
MGA 641: MSACC or PI
MGA 642: MGA 613, MGS 620 or PI
MGA 643: MGA 603, MGQ 606
MGA 647: PI
MGA 648: P of CBIP coordinator
MGA 651: MSACC or PI
MGA 652: MSACC or PI
MGA 653: MSACC 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 CBIP coordinator
MGE 669: PI
MGE 690
MGE 691

Finance

MGF 611
MGF 633: MGF 611
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 CBIP 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

Human Resources

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

Marketing

MGM 615
MGM 647: PI
MGM 648: P of CBIP 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 concurrent
MGO 632: MGO 620 or concurrent, PI
MGO 633: MGO 620
MGO 634: MGO 620 or concurrent
MGO 636: MGO 620
MGO 637: MGO 620
MGO 638: MGO 620
MGO 640: MGA 603, MGF 611, MGM 615
MGO 642
MGO644
MGO 647: PI
MGO 648: P of CBIP 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 CBIP 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 647: PI
MGT 648: P of CBIP 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

Graduate School

Preamble

Academic integrity is a fundamental university value. Through the honest completion of academic work, students sustain the integrity of the university while facilitating the university's imperative for the transmission of knowledge and culture based upon the generation of new and innovative ideas.

When an instance of suspected or alleged academic dishonesty by a student arises, it shall be resolved according to the procedures set forth herein. These procedures assume that many questions of academic dishonesty will be resolved through consultative resolution between the student and the instructor.

It is recommended that the instructor and student each consult with the department chair, School or College dean, or the Graduate School if there are any questions regarding these procedures.

Examples of Academic Dishonesty: Academic dishonesty includes, but is not limited to, the following:

(a) Previously submitted work. Submitting academically required material that has been previously submitted -- in whole or in substantial part -- in another course, without prior and expressed consent of the instructor.

(b) Plagiarism. Copying or receiving material from any source and submitting that material as one's own, without acknowledging and citing the particular debts to the source (quotations, paraphrases, basic ideas), or in any other manner representing the work of another as one's own.

(c) Cheating. Soliciting and/or receiving information from, or providing information to, another student or any other unauthorized source (including electronic sources such as cellular phones and PDAs), with the intent to deceive while completing an examination or individual assignment.

(d) Falsification of academic materials. Fabricating laboratory materials, notes, reports, or any forms of computer data; forging an instructor's name or initials; resubmitting an examination or assignment for reevaluation which has been altered without the instructor's authorization; or submitting a report, paper, materials, computer data, or examination (or any considerable part thereof) prepared by any person other than the student responsible for the assignment.

(e) Misrepresentation of documents. Forgery, alteration, or misuse of any University or Official document, record, or instrument of identification.

(f) Confidential academic materials. Procurement, distribution or acceptance of examinations or laboratory results without prior and expressed consent of the instructor.

(g) Selling academic assignments. No person shall sell or offer for sale to any person enrolled at the University at Buffalo any academic assignment, or any inappropriate assistance in the preparation, research, or writing of any assignment, which the seller knows, or has reason to believe, is intended for submission in fulfillment of any course or academic program requirement.

(h) Purchasing academic assignments. No person shall purchase an academic assignment intended for submission in fulfillment of any course or academic program requirement.

CONSULTATIVE RESOLUTION

Step 1. If an instructor has reason to believe that a student may have committed an act of academic dishonesty, the instructor shall notify the student suspected of academic dishonesty by e-mail to the student's UB IT address with receipt requested, by certified mail return receipt requested, or by written notice delivered in person with a copy countersigned by the student and retained by the instructor within 10 academic days* of discovery of the alleged incident.

Once the alleged incident has occurred, the student may not resign from the course without permission of the instructor.

The instructor shall meet and consult with the student within 10 academic days* of the date of notification. If the student fails to attend the consultative meeting, the instructor has the authority to reach a decision and to impose a sanction (if appropriate) without the student consultation.

At consultation, the instructor shall inform the student of the allegations relating to the specific infringement, and the student shall be given a copy of the Academic Integrity Policy and Procedures. At the request of either or both parties, the consultation may be recorded. A departmental note-taker (a staff or faculty member, but not a teaching assistant) may record consultation proceedings. The student must agree to the presence of the note-taker, and the student may also have a note-taker in attendance.

Step 2. If, after consultation with the student, the instructor believes the student did not commit an act of academic dishonesty, no sanctions may be imposed. The instructor will orally inform the student of that

finding and, if the student so requests, will provide the student with a written statement confirming that finding. Procedures end.

If, after consultation with the student, the instructor believes the student did commit an act of academic dishonesty, the instructor has the authority to impose one or more of the following sanctions:

1. Warning. Written notice to the student that he/she has violated a University academic integrity standard and that the repetition of the wrongful conduct may be cause for more severe sanctions.

2. Revision of Work. Requiring the student to replace or revise the work in which dishonesty occurred. (The instructor may choose to assign a grade of “I” [Incomplete] pending replacement or revision of the work.)

3. Reduction in Grade. With respect to the particular assignment/exam or final grade in the course.

4. Failure in the Course. To be indicated on the transcript by a grade of “F” without comment.

5. Such other reasonable and appropriate sanction(s) as may be determined by the instructor (or Committee at later levels of review) with the exception of those subsequently described under #6.

6. Recommendation of any of the following University sanctions (these require approval at the department, College/School, and Graduate School levels).

a. Failure in the Course with Citation of Academic Dishonesty: To be indicated by an “F” on the transcript with the notation that the grade of “F” was assigned for reason of academic dishonesty. Only the Dean of the Graduate School or his or her designee may impose this sanction.

b. Suspension from the University: For a definite term upon stated conditions. Only the University President or his/her designee may suspend a student from the University.

c. Expulsion from the University: With comment on the transcript. Only the University President or his/her designee may expel a student from the University.

Step 3. The instructor shall provide the student with a copy of the decision, sanction(s) imposed, and the student’s right to appeal that decision. The instructor’s decision letter shall be sent to the student (via certified, return receipt mail), the department chair, and the Dean of the Graduate School within 10 academic days* of the date of the consultation meeting. This statement of decision shall be included in the student’s confidential file maintained in the Graduate School. The student shall have access to this file.

University Sanctions. If the sanctions imposed at the instructor level include recommendation of University sanctions (as listed in Step 2.6), departmental level procedures are required, and shall be initiated within 10 academic days* of the department chair’s receipt of the statement of decision.

Right to Appeal. The student may appeal the instructor’s findings. The student’s request for an appeal, including specification of the grounds for appeal, must be submitted in writing to the instructor and to the department chair no later than 10 academic days* after the instructor has notified the student of his or her decision.

DEPARTMENTAL LEVEL PROCEDURES

Step 1. The instructor and student have no more than 10 academic days* following the filing of the request for the initiation of departmental proceedings to deliver evidentiary materials to the department chair. The instructor and student shall each provide the department chair with a written statement of

evidence supporting his or her position, any relevant documentation, and the names of potential witnesses.

If the department chair is the faculty member who has brought the academic dishonesty charge against the student, or if a department is unable to assemble a committee because of a limited number of faculty or students, direct consideration at the college or school level may be requested.

Pending resolution, the instructor shall temporarily assign a grade of “I” (Incomplete). This “I” grade can only be adjusted by resolution of the case.

Step 2. Upon review of relevant materials (including all evidence and statements communicated during consultation), if the department chair does not deem it necessary to consider further the circumstances of the case, the department chair will notify the student (via certified, return receipt mail), the instructor, the cognizant academic dean, and the Dean of the Graduate School of his or her decision within 20 academic days* of receipt of the student’s appeal or instructor’s recommendation. If the sanctions imposed at this stage include recommendation of University sanctions (as listed in Consultative Resolution Step 2.6), decanal level procedures are required (see “Decanal Level Procedures”).

Alternatively, if the department chair deems it necessary to consider further the circumstances of the case, he or she shall convene the Departmental Adjudication Committee within 20 academic days* of the date the department office received the request for initiation of departmental proceedings (see Appendix A).

The department office shall convey all evidentiary materials to the Departmental Adjudication Committee, the student, and the instructor at the time the notice of the hearing is delivered. The student and the instructor shall be given at least 72 hours notice of the hearing.

At hearing(s), the Departmental Adjudication Committee shall provide sufficient opportunity for both principals to present their positions and shall allow each principal the right to question the presentation(s), written or verbal, of those who contribute information to the committee.

The hearing(s) shall be conducted in a fair and expeditious manner, but shall not be subject to the rules governing a legal proceeding. Each principal shall have the right to be present (under unusual circumstances, if either party is considered to pose a physical threat to the other or to the committee, the chair of the committee may request that either the student or instructor participate by phone) and to have one advisor present at all hearings.

The technical and formal rules of evidence applicable in a court of law are not controlling, and the committee may hear all relevant and reliable evidence that will contribute to an informed result. The Departmental Adjudication Committee shall only consider evidence presented at hearing(s). Discussion of a student’s formerly alleged or documented academic misconduct shall not be admissible as evidence to determine whether the student is responsible for breaching the university’s academic integrity code in the current case, although such history may be introduced and considered during the sanctioning phase. Hearings shall be confidential (see Appendix B).

The Departmental Adjudication Committee shall provide the department chair with a written statement of recommendations and reasons for recommendations within 10 academic days* after the final meeting of the committee. Recommendations may include:

1. Findings Overturned. Finding that no academic dishonesty took place and that no sanctions should be imposed.

2. Findings Sustained. Finding that academic dishonesty occurred, and the committee is in agreement with the sanction(s) previously imposed or recommended.

3. Finding of Different Sanction. Finding that academic dishonesty occurred, but that the sanction(s) previously imposed or recommended are inappropriate and that greater or lesser sanction(s) should be imposed.

Step 3. The department chair considers the Committee's findings and recommendations and renders a final decision. The department chair's decision and the student's right to appeal that decision shall be submitted in writing from the department chair to the student (via certified, return receipt mail), the instructor, the cognizant academic dean, and the Dean of the Graduate School within 10 academic days* from receiving the Departmental Adjudication Committee's statement of recommendations.

The department chair shall forward the record of the matter consisting of all written communications, all written evidence, an audiotape or other record of the hearing, and its statement of recommendations to the Dean of the Graduate School, where a confidential file will be maintained. The student shall have access to this file.

University Sanctions. If the sanction(s) imposed at the departmental level include recommendation of University sanctions (as listed in Consultative Resolution Step 2.6), decanal level procedures are required, and shall be initiated within 10 academic days* of the dean's receipt of the statement of decision.

Right to Appeal. The student or the instructor may appeal the department chair's findings. The request for an appeal, including specification of the grounds for appeal, must be submitted in writing to the department chair and to the cognizant academic dean no later than 10 academic days* after the department chair has notified the student of his or her decision.

DECANAL LEVEL PROCEDURES

Step 1. The instructor and student have no more than 10 academic days* following the filing of the request for the initiation of decanal level proceedings to deliver evidentiary materials to the cognizant academic dean. The instructor and student shall each provide the academic dean with a written statement of evidence supporting his or her position, any relevant documentation, and the names of potential witnesses.

Pending resolution, the temporarily assigned grade of "I" (Incomplete) will continue in place. This "I" grade can only be adjusted by final resolution of the pending case.

Step 2. Upon review of relevant materials (including all evidence and statements communicated during consultation), if the academic dean does not deem it necessary to consider further the circumstances of the case, the academic dean will notify the student (via certified, return receipt mail), the instructor, the department chair, and the Dean of the Graduate School of his or her decision within 20 academic days* of receipt of the student's appeal or instructor's recommendation. If the sanctions imposed at this stage include recommendation of University sanctions (as listed in Consultative Resolution Step 2.6), a hearing at the decanal level is required, and procedures below shall be initiated within 20 academic days* of the academic dean's receipt of the department chair's statement of decision.

Alternatively, if the academic dean deems it necessary to consider further the circumstances of the case, he or she shall convene the Decanal Adjudication Committee within 20 academic days* of the date which the academic dean received the request for initiation of decanal level proceedings (see Appendix C). The academic dean's office shall convey all evidentiary materials to the Decanal Adjudication Committee, the student, and the instructor at the time the notice of the hearing is delivered. The student and the instructor shall be given at least 72 hours notice of the hearing.

At hearing(s), the Decanal Adjudication Committee shall provide sufficient opportunity for both principals to present their positions and shall allow each principal the right to question the presentation(s), written or verbal, of those who contribute information to the committee.

The hearing(s) shall be conducted in a fair and expeditious manner, but shall not be subject to the rules governing a legal proceeding. Each principal shall have the right to be present (under unusual circumstances, if either party is considered to pose a physical threat to the other or to the committee, the chair of the committee may request that either the student or instructor participate by phone) and to have one advisor present at all hearings.

The technical and formal rules of evidence applicable in a court of law are not controlling, and the committee may hear all relevant and reliable evidence that will contribute to an informed result. The Decanal Adjudication Committee shall only consider evidence presented at hearing(s). Discussion of a student's formerly alleged or documented academic misconduct shall not be admissible as evidence to determine whether the student is responsible for breaching the university's academic integrity code in the current case, although such history may be introduced and considered during the sanctioning phase. Hearings shall be confidential (see Appendix B).

The Decanal Adjudication Committee shall provide the academic dean with a written statement of recommendations and reasons for recommendations within 10 academic days* after the final meeting of the committee. Recommendations may include:

1. Findings Overturned. Finding that no academic dishonesty took place and that no sanctions should be imposed.

2. Findings Sustained. Finding that academic dishonesty occurred, and the committee is in agreement with the sanction(s) previously imposed or recommended.

3. Finding of Different Sanction. Finding that academic dishonesty occurred, but that the sanction(s) previously imposed or recommended are inappropriate and that greater or lesser sanction(s) should be imposed.

Step 3. The academic dean considers the Committee's findings and recommendations and renders a final decision. The academic dean's decision and the student's right to appeal that decision shall be submitted in writing from the academic dean to the student (via certified, return receipt mail), the instructor, the department chair, and the Dean of the Graduate School within 10 academic days* from receiving the Decanal Adjudication Committee's statement of recommendations.
The academic dean shall forward the record of the matter consisting of all written communications, all written evidence, an audiotape or other record of the hearing, and its statement of recommendations to the Dean of the Graduate School, where a confidential file will be maintained. The student shall have access to this file.

University Sanctions. If the sanction(s) imposed at the decanal level include recommendation of University sanctions (as listed in Consultative Resolution Step 2.6), Graduate School level procedures are required, and shall be initiated within 10 academic days* of the Dean of the Graduate School's receipt of the statement of decision.

Right to Appeal. The student or the instructor may appeal the academic dean's findings, but only based on claims of limitations on, or violations of, applicable due process. Any such appeal request must describe the specific due process violation(s) claimed and must be submitted in writing to the academic dean and to the Dean of the Graduate School no later than 10 academic days* after the academic dean has notified the student of his or her decision.

GRADUATE SCHOOL LEVEL PROCEDURES

Step 1. The instructor and student have no more than 10 academic days following the filing of the request for the initiation of Graduate School level proceedings to deliver evidentiary materials to the Dean of the Graduate School. The instructor and student shall each provide the Dean of the Graduate School with a written statement of evidence supporting his or her position, any relevant documentation, and the names of potential witnesses.

Pending resolution, the temporarily assigned grade of “I” (Incomplete) will continue in place. This “I” grade can only be adjusted by final resolution of the pending case.

Step 2. Upon review of relevant materials (including all evidence and statements communicated during consultation), if the Dean of the Graduate School does not deem it necessary to consider further the circumstances of the case, the Dean of the Graduate School will notify the student (via certified, return receipt mail), the instructor, the department chair, and the cognizant academic dean of his or her decision within 20 academic days* of receipt of the student’s appeal or instructor’s recommendation. If the sanctions imposed at this stage include recommendation of University sanctions (as listed in Consultative Resolution Step 2.6), the Dean of the Graduate School will pursue appropriate steps to implement or seek implementation of such sanction(s).Alternatively, if the Dean of the Graduate School deems it necessary to consider further the circumstances of the case, he or she shall convene the Graduate School Adjudication Committee within 20 academic days* of the date on which the Dean of the Graduate School received the request for initiation of Graduate School level proceedings (see Appendix D).

The Graduate School shall convey all evidentiary materials to the Graduate School Adjudication Committee, the student, and the instructor at the time the notice of the hearing is delivered. The student and the instructor shall be given at least 72 hours notice of the hearing.

At hearing(s), the Graduate School Adjudication Committee shall provide sufficient opportunity for both principals to present their positions and shall allow each principal the right to question the presentation(s), written or verbal, of those who contribute information to the committee.

The hearing(s) shall be conducted in a fair and expeditious manner, but shall not be subject to the rules governing a legal proceeding. Each principal shall have the right to be present (under unusual circumstances, if either party is considered to pose a physical threat to the other or to the committee, the chair of the committee may request that either the student or instructor participate by phone) and to have one advisor present at all hearings.

The technical and formal rules of evidence applicable in a court of law are not controlling, and the committee may hear all relevant and reliable evidence that will contribute to an informed result. The Graduate School Adjudication Committee shall only consider evidence presented at hearing(s). Discussion of a student’s formerly alleged or documented academic misconduct shall not be admissible as evidence to determine whether the student is responsible for breaching the university’s academic integrity code in the current case, although such history may be introduced and considered during the sanctioning phase. Hearings shall be confidential (see Appendix B).

The Graduate School Adjudication Committee shall provide the Dean of the Graduate School with a written statement of recommendations and reasons for recommendations within 10 academic days* after the final meeting of the committee. Recommendations may include:

1. Findings Overturned. Finding that no academic dishonesty took place and that no sanctions should be imposed.

2. Findings Sustained. Finding that academic dishonesty occurred, and the committee is in agreement with the sanction(s) previously imposed or recommended.

3. Finding of Different Sanction. Finding that academic dishonesty occurred, but that the sanction(s) previously imposed or recommended are inappropriate and that greater or lesser sanction(s) should be imposed.

Step 3. The Dean of the Graduate School considers the committee’s findings and recommendations and renders a final decision. The Dean of the Graduate School’s decision shall be submitted in writing to the student (via certified, return receipt mail), the instructor, the department chair, and the cognizant

academic dean within 10 academic days* from receiving the Graduate School Adjudication Committee's statement of recommendations.

The Dean of the Graduate School shall file the record of the matter consisting of all written communications, all written evidence, an audiotape or other record of the hearing, and statements of recommendations to the Dean of the Graduate School, in the confidential file located in and maintained by the Graduate School. The student shall have access to this file.

University Sanctions. If the sanction(s) imposed at the Graduate School level include implementation or recommended implementation of University sanctions (as listed in Consultative Resolution Step 2.6), implementation or recommended implementation of those sanctions shall be initiated within 10 academic days* following the Dean of the Graduate School's decision in the matter.

No Right to Further Appeal. The decision of the Dean of the Graduate School is final, and no further appeal is available.

Note: *Academic days are defined as weekdays when classes are in session, not including the summer sessions.

Appendix A

Departmental Adjudication Committee Membership.

The department chair or the chair of the departmental adjudication committee shall assemble, from a pool of individuals comprising the departmental Academic Integrity Pool, a Departmental Adjudication Committee comprised of no fewer than two faculty members and two graduate students or a larger number of participants maintaining this same ratio. The departmental Academic Integrity Pool shall be selected by the respective faculty and student constituencies in an appropriate democratic fashion, and in no case shall these representatives be appointed by the departmental or decanal administration. If deemed appropriate, the Departmental Academic Integrity Pool may also serve as the Departmental Grievance Pool.

The members of the Academic Integrity Pool and the Adjudication Committee shall be selected so that no member is involved in a disproportionate number of cases. Each principal to the dispute shall have the option of requesting, without stipulating a reason, the replacement of one member of the Committee appointed to hear the case. If any principal finds the replacement member inappropriate, the party shall transmit, within five academic days* of the naming of the committee, a written statement of the grounds for this "challenge for cause" to the cognizant department chair who shall rule on the merits and either retain or replace the committee member so challenged. Each committee member selected shall have the option of disqualifying him/herself from the Committee by stipulating reasons why he or she feels unable to deal with the case in an unbiased fashion.

Appendix B

Confidentiality of Proceedings.

Once the department chair, college or school dean or the Dean of the Graduate School initiates an academic integrity hearing, principals and committee members shall have the obligation to maintain the confidentiality of the proceedings and of all materials or testimony presented in hearing proceedings, until a decision is formally transmitted to the principals involved in the case.

If a breach of confidentiality by either principal (as defined above) is formally brought to the attention of the Adjudication Committee, upon a majority vote of the committee, it may choose to consider this breach a case of possible misconduct. If a committee member is charged with a possible misconduct, such charge will be heard at the next highest level Adjudication Committee. Such consideration shall take precedence over the pending case, and a misconduct hearing shall be conducted, and findings shall be transmitted, in writing, to the principals and committee members, and shall be placed in a supplemental file of the case proceedings. Such findings may then be considered in the subsequent review of the case.

Appendix C
Decanal Adjudication Committee Membership.
The cognizant college or school dean, or the chair of the school or college Adjudication Committee, shall assemble, from a pool of individuals comprising the college or school Academic Integrity Pool, a Decanal Adjudication Committee comprised of no fewer than two faculty members and two graduate students or a larger number of participants maintaining this same ratio. In those college/schools comprised of multiple academic departments, the Decanal Adjudication Committee shall not include representatives from the department(s) involved in the case. The college or school Academic Integrity Pool shall include two representatives, as appropriate, from each department: one faculty member and one graduate student. The departmental representatives in the Academic Integrity Pool shall be selected by the respective faculty and student constituencies in an appropriate democratic fashion, and in no case shall these representatives be appointed by the departmental or decanal administration. If deemed appropriate, the Decanal Academic Integrity Pool may also serve as the Decanal Grievance Pool.

The members of the Academic Integrity Pool and the Adjudication Committee shall be selected so that no member is involved in a disproportionate number of cases. Each principal to the dispute shall have the option of requesting, without stipulating a reason, the replacement of one member of the Committee appointed to hear the case. If any principal finds the replacement member inappropriate, the party shall transmit, within five academic days* of the naming of the committee, a written statement of the grounds for this “challenge for cause” to the cognizant academic dean who shall rule on its merits and either retain or replace the committee member so challenged. Each committee member selected shall have the option of disqualifying him/herself from the Committee by stipulating reasons why he or she feels unable to deal with the case in an unbiased fashion.

Appendix D
Graduate School Adjudication Committee Membership.
The Graduate School Adjudication Committee shall be comprised of no fewer than two faculty members and two graduate students (all from outside the cognizant academic department[s]) or a larger number of participants maintaining this same ratio. The departmental representatives comprising the Graduate School Academic Integrity Pool shall be selected by the respective faculty and student constituencies in an appropriate democratic fashion, and in no case shall these representatives be appointed by the departmental or decanal administration. If deemed appropriate, the Graduate School Academic Integrity Pool may also serve as the Graduate School Grievance Pool.

The members of the Graduate School Academic Integrity Pool and the Graduate School Adjudication Committee shall be selected so that no member is involved in a disproportionate number of cases. Each principal to the dispute shall have the option of requesting, without stipulating a reason, the replacement of one member of the committee appointed to hear the case. If any principal finds the replacement member inappropriate, the party shall transmit, within five academic days of the naming of the committee, a written statement of the grounds for this “challenge for cause” to the Dean of the Graduate School who shall rule on its merits and either retain or replace the committee member so challenged. Each committee member selected shall have the option of disqualifying him/herself from the committee by stipulating reasons why he or she feels unable to deal with the case in an unbiased fashion.

Panel Development
The Dean of the Graduate School shall encourage departments to nominate faculty and student representatives for the departmental and decanal pools and to encourage departments to facilitate development of faculty and student representatives in order to ensure a suitable pool of personnel for departmental, decanal, and Graduate School academic integrity hearings.

Adopted by the University at Buffalo Faculty Senate, 6 December 2005
Promulgated by President John B. Simpson, 16 December 2005

CHAPTER IX Grievance Procedures for Students

Academic Grievance Policy and Procedures
Graduate School

Preamble
It is an objective of the University at Buffalo and its Graduate School to encourage the prompt consultative resolution of grievances of graduate students as they arise, and to provide orderly procedures for the formal consideration and resolution of complaints that cannot be resolved through consultation.
This set of procedures is designed to provide a well-defined, yet appropriately flexible structure that recognizes and reflects the issues unique to graduate education as well as academic areas common to all faculty-student or administrator-student relationships.

The following procedures provide a sequence of steps for the orderly and expeditious resolution of grievances initiated by graduate students. While recognizing and affirming the established principle that academic judgments and determinations are to be reached solely by academic professionals, it is the Graduate School's intention to secure, to the maximum extent feasible, equitable treatment of every party to a dispute. To that end, those who oversee the grievance process are charged to pay heed not only to issues of procedural integrity, but also to considerations of substantive fairness.

Grievance Definitions and Limits

1. Definition. A grievance shall include, but is not restricted to, a complaint by a graduate student:
   (a) that he or she has been subjected to a violation, misinterpretation, or inequitable application of any of the regulations of the University, the Graduate School, a College or School, or Department; or
   (b) that he or she has been treated unfairly or inequitably by reason of any act or condition that is contrary to established policy or practice governing or affecting graduate students at the University at Buffalo.

2. Time Limit. A grievance must be filed within one calendar year from the date of the alleged offense. The cognizant department chair, college or school dean, or the Dean of the Graduate School may extend this time limit upon demonstration of good cause.

CONSULTATIVE RESOLUTION
Virtually all disputes originate in the department or comparable administrative unit and should, if feasible, be resolved through consultation between the disputants. The parties should meet and exert a good faith effort to resolve the dispute amicably.

At the request of either or both parties, the consultation may be recorded by a departmental note-taker (a staff or faculty member, but not a student). If a departmental note-taker is present during the consultation, the student may have an additional note-taker of his/her choosing also in attendance.

Neither note-taker may actively participate in the consultation between the parties to the grievance other than to request repetition or clarification of statements made by either party during the consultation session.

It may be useful for the student to seek first the assistance of his or her advisor, department chair, or director of graduate studies acting as a mediator to aid in evenhandedly resolving the dispute.

FORMAL RESOLUTION

I. DEPARTMENTAL LEVEL REVIEW

Step 1. The student who believes that the grievance is severe or has been unable to obtain an acceptable consultative resolution should submit in writing to the cognizant department chair a description of his or her complaint, including any evidentiary or supporting materials, and a request for a hearing. (If the department chair is a party against whom the grievance is brought, either as a teaching faculty member or as chair, or where the chair can demonstrate that it will best serve the interests of the parties, direct petition to the school or college level may be pursued.)

Step 2. The cognizant department chair shall give the Department Grievance Committee (see Appendix A) and each principal a copy of the written grievance, including any evidentiary or supporting materials, and a copy of the Academic Grievance Policy and Procedures for graduate students.

Upon initial review of the materials and statements presented by the grievant, if the Department Grievance Committee finds the grievance does not have reasonable supporting grounds, the Committee shall conclude the grievance is without merit. In this initial review the Committee may also consider materials or statements submitted by the teaching faculty member(s) against whom the grievance is lodged. If the grievance is found without merit, the Committee shall report this denial to the cognizant department chair. The Committee shall complete this initial review within 15 academic days* of its receipt of the grievance. The cognizant department chair shall then submit a Statement of Decision to the principals (via certified, return receipt mail), the cognizant college or school dean, and the Dean of the Graduate School within 10 academic days* of receipt of the Committee decision.

If the Department Grievance Committee finds the statement of grievance has reasonable supporting grounds, the Committee shall proceed with hearings as provided below.

Step 3. The Departmental Grievance Committee shall convene hearing(s) as necessary to allow both principals the opportunity to present their positions and shall allow each principal the right to question the presentation(s), written and verbal, of each principal and of others who contribute information to the Committee.

The hearing shall convene within 20 academic days* of the department's receipt of the written grievance. The cognizant department will notify principals at least 72 hours prior to the hearing.

The hearing(s) shall be conducted in a fair and expeditious manner, but shall not be subject to the rules governing a legal proceeding. Each principal shall have the right to be present (under unusual circumstances, if either party is considered to pose a physical threat to the other or to the committee, the chair of the committee may request that either the student or instructor participate by phone) and to have one advisor present at all hearings. Hearing(s) shall be conducted in confidence (see Appendix B).

Step 4. The Departmental Grievance Committee shall submit its recommendation(s) in writing, including findings and reasons for the recommendations, to the cognizant department chair within 10 academic days* of the final meeting of the committee.

Step 5. The cognizant department chair shall consider the committee's findings and recommendations and render a final decision. This Statement of Decision and an indication of the student's right to appeal the department chair's decision (including time limit) shall be submitted, in writing, from the department chair to the principals (via certified, return receipt mail), the cognizant college or school dean, and the Dean of the Graduate School within 10 academic days* from receiving the Department Grievance Committee's written recommendations. Files shall be maintained in the offices of the cognizant dean and the Office of the Dean of the Graduate School.

II. SCHOOL OR COLLEGE LEVEL APPEAL

Step 1. If either principal wishes to appeal the departmental ruling, a written statement of the appeal, including any additional evidentiary or supporting materials, shall be filed within 10 academic days* of receipt of the department chair's Statement of Decision. The appeal shall be filed with the cognizant college or school dean. (If the dean is a party against whom the grievance is brought, either as a teaching faculty member or as dean, or where the dean can demonstrate that it will best serve the interests of the parties, a direct petition to the Graduate School level may be pursued.)

Step 2. Upon review of relevant materials, including all materials and statements presented during prior hearings, and materials and statements subsequently presented, if the cognizant college or school dean does not find that the statement of appeal provides reasonable grounds to appeal nor raises doubt concerning the adequacy of prior review, the dean may issue a formal decision regarding the appeal. In such a case, the dean shall submit a Statement of Decision to the principals (via certified, return receipt mail), the department chair, and the Dean of the Graduate School within 20 academic days* of receipt of the appeal.

Alternatively, if the dean deems it necessary or appropriate to consider further the circumstances of the appeal, he or she shall convene a Decanal Grievance Committee within 20 academic days* of receipt of the appeal. The Decanal Grievance Committee shall include two faculty members and two graduate students. In those college/schools comprised of multiple academic departments, the Decanal Grievance Committee shall not include representatives from the department(s) involved in the grievance (see Appendix C).

Step 3. The cognizant dean shall give the Decanal Grievance Committee and each principal a copy of the Academic Grievance Policy and Procedures for graduate students, the original written grievance, the written appeal to the school or college level, any supplemental materials and statements, and all documentation and recommendations from the departmental proceedings.

Step 4. The Decanal Grievance Committee shall convene hearing(s) necessary to allow both principals the opportunity to present their positions and shall allow each principal the right to question the presentation(s), written or verbal, of the principals as well as others who contribute information to the committee. The principals must be given at least a 72-hour prior notice of the hearing.

The hearing(s) shall be conducted in a fair and expeditious manner, but shall not be subject to the rules governing a legal proceeding. Each principal shall have the right to be present (under unusual circumstances, if either party is considered to pose a physical threat to the other or to the committee, the chair of the committee may request that either the student or instructor participate by phone) and to have one advisor present at all hearings. Hearing(s) shall be conducted in confidence (see Appendix B).

Step 5. The Decanal Grievance Committee shall submit its recommendation(s) in writing, including findings and reasons for the recommendations, to the cognizant college or school dean within 10 academic days* of the final meeting of the committee.

Step 6. The cognizant dean shall consider the committee's findings and recommendations and render a final decision. This Statement of Decision and a statement of the student's right to appeal the dean's decision (including time limit) shall be submitted in writing from the dean to the principals (via certified, return receipt mail), the department chair, and the Dean of the Graduate School within 10 academic days* from receiving the Decanal Grievance Committee's written recommendations.

Files shall be maintained in the offices of the cognizant dean and the Office of the Dean of the Graduate School.

III. GRADUATE SCHOOL LEVEL APPEAL

On rare occasions, when all established procedures within a college or school have been exhausted, it may be appropriate for the Dean of the Graduate School to consider a final University appeal. In general,

the Dean of the Graduate School will consider only those appeals that document violations of applicable due process in prior proceedings or which establish sound cause to believe that prior proceedings have resulted in a decision contrary to law, the Polices of the SUNY Board of Trustees, or policies of the University at Buffalo. In general, the Dean of the Graduate School will not consider appeals that merely challenge the appropriateness of a judgment reached following a full and fair review of a matter by the department and the dean of the college or school.

Step 1. If either principal wishes to appeal the decision(s) of the college or school dean, the written statement of appeal, including any additional evidentiary or supporting materials, shall be filed within 10 academic days* of receipt of the Statement of Decision. The appeal shall be filed with the Dean of the Graduate School.

Step 2. Upon review of relevant materials, including all materials and statements presented during prior hearings, and any materials and statements subsequently presented, if the Dean of the Graduate School does not find that the statement of appeal provides reasonable grounds to appeal nor raises doubt concerning the adequacy of prior review, the Dean of the Graduate School may issue a formal decision regarding the appeal. In such a case, the Dean of the Graduate School will submit a Statement of Decision to the principals (via certified, return receipt mail), the department chair, and cognizant dean within 20 academic days* of receipt of the appeal.

Alternatively, if the Dean of the Graduate School deems it necessary or appropriate to consider further the circumstances of the appeal, he or she shall convene a Graduate School Grievance Committee within 20 academic days* of receipt of the appeal (see Appendix D).

Step 3. The Graduate School shall give the Graduate School Grievance Committee and each principal a copy of the Academic Grievance Policy and Procedures, the original written grievance, the written appeals to both the school/college and the Graduate School levels, any supplemental materials and statements, and all documentation and recommendations from the departmental and decanal proceedings. The Graduate School will notify principals at least 72 hours prior to the hearing.

Step 4. The Graduate School Grievance Committee shall convene hearing(s) as necessary to allow both principals the opportunity to present their positions and shall allow each principal the right to question the presentation(s), written or verbal, of the principals as well as others who contribute information to the Committee.

The hearing(s) shall be conducted in a fair and expeditious manner, but shall not be subject to the rules governing a legal proceeding. Each principal shall have the right to be present (under unusual circumstances, if either party is considered to pose a physical threat to the other or to the chair, the chair of the committee may request that either the student or instructor participate by phone) and to have one advisor present at all hearings. Hearing(s) shall be conducted in confidence (see Appendix B).

Step 5. The Graduate School Grievance Committee shall submit its letter of recommendations, including findings and reasons for recommendations, to the Dean of the Graduate School within 10 academic days* after the final meeting of the committee.

Step 6. The Dean of the Graduate School shall consider the Committee’s findings and recommendations and render a final University decision/determination. The Dean of the Graduate School's Statement of Decision shall be submitted in writing to the principals (via certified, return receipt mail), the department chair, and the cognizant academic dean within 10 academic days* from receiving the Graduate School Grievance Committee’s written recommendations.

The determination/decision of the Dean of the Graduate School constitutes the final step in the University review process and may not be further appealed.

Files shall be maintained in the office of the cognizant dean and the Graduate School.

Appendix A
Departmental Grievance Committee Membership

The cognizant department chair, or the chair of the departmental Grievance Committee, shall assemble, from a pool of individuals comprising the Departmental Grievance Pool, a Departmental Grievance Committee comprised of no fewer than two faculty members and two graduate students or a larger number of participants maintaining this same ratio. The departmental representatives in the Grievance Pool shall be selected by the respective faculty and student constituencies in an appropriate democratic fashion, and in no case shall these representatives be appointed by the departmental or decanal administration. If deemed appropriate, the Departmental Grievance Pool may also serve as the Departmental Academic Integrity Pool.

The members of the Grievance Pool and the Grievance Committee shall be selected so that no member is involved in a disproportionate number of grievances. Each principal to the dispute shall have the option of requesting, without stipulating a reason, the replacement of one member of the Committee appointed to hear the grievance. If any principal finds the replacement member inappropriate, the party shall transmit, within five academic days* of the naming of the committee, a written statement of the grounds for this “challenge for cause” to the cognizant department chair who shall rule on its merits and either retain or replace the committee member so challenged. Each committee member selected shall have the option of disqualifying him/herself from the Committee by stipulating reasons why he or she feels unable to deal with the grievance in an unbiased fashion.

Appendix B
Confidentiality of Proceedings.

Once the department chair, college or school dean or the Dean of the Graduate School initiates a grievance hearing, principals and committee members shall have the obligation to maintain the confidentiality of the proceedings and of all materials or testimony presented in hearing proceedings, until a decision is formally transmitted to the principals involved in the grievance.

If a breach of confidentiality by either principal (as defined above) is formally brought to the attention of the Grievance Committee, upon a majority vote of the committee, it may choose to consider this breach a case of possible misconduct. If a committee member is charged with a possible misconduct, such charge will be heard at the next highest level Grievance Committee. Such consideration shall take precedence over the pending grievance, and a misconduct hearing shall be conducted, and findings shall be transmitted, in writing, to the principals and committee members, and shall be placed in a supplemental file of the grievance proceedings. Such findings may then be considered in the subsequent review of the grievance.

Appendix C
Decanal Grievance Committee Membership

The cognizant college or school dean, or the chair of the school or college Grievance Committee, shall assemble, from a pool of individuals comprising the college or school Grievance Pool, a Decanal Grievance Committee comprised of no fewer than two faculty members and two graduate students or a larger number of participants maintaining this same ratio. In those college/schools comprised of multiple academic departments, the Decanal Grievance Committee shall not include representatives from the department(s) involved in the grievance. The college or school Grievance Pool shall include two representatives, as appropriate, from each department: one faculty member and one graduate student. The departmental representatives in the Grievance Pool shall be selected by the respective faculty and student constituencies in an appropriate democratic fashion, and in no case shall these representatives be appointed by the departmental or decanal administration. If deemed appropriate, the Decanal Grievance Pool may also serve as the Decanal Academic Integrity Pool.

The members of the Grievance Pool and the Grievance Committee shall be selected so that no member is involved in a disproportionate number of grievances. Each principal to the dispute shall have the option of requesting, without stipulating a reason, the replacement of one member of the Committee appointed to hear the grievance. If any principal finds the replacement member inappropriate, the party shall transmit, within five academic days* of the naming of the committee, a written statement of the grounds for this “challenge for cause” to the cognizant academic dean who shall rule on its merits and either retain or replace the committee member so challenged. Each committee member selected shall have the option of disqualifying him/herself from the Committee by stipulating reasons why he or she feels unable to deal with the grievance in an unbiased fashion.

Appendix D
Graduate School Grievance Committee Membership

The Graduate School Grievance Committee shall be comprised of no fewer than two faculty members and two graduate students (all from outside the cognizant academic department[s]) or a larger number of participants maintaining this same ratio. The departmental representatives comprising the Graduate School Grievance Pool shall be selected by the respective faculty and student constituencies in an appropriate democratic fashion, and in no case shall these representatives be appointed by the departmental or decanal administration. If deemed appropriate, the Graduate School Grievance Pool may also serve as the Graduate School Academic Integrity Pool.

The members of the Graduate School Grievance Pool and the Graduate School Grievance Committee shall be selected so that no member is involved in a disproportionate number of grievances. Each principal to the dispute shall have the option of requesting, without stipulating a reason, the replacement of one member of the committee appointed to hear the grievance. If any principal finds the replacement member inappropriate, the party shall transmit, within five academic days* of the naming of the committee, a written statement of the grounds for this “challenge for cause” to the Dean of the Graduate School who shall rule on its merits and either retain or replace the committee member so challenged.

Each committee member selected shall have the option of disqualifying him/herself from the committee by stipulating reasons why he or she feels unable to deal with the grievance in an unbiased fashion.

Panel Development
The Dean of the Graduate School shall encourage departments to nominate faculty and student representatives for the departmental and decanal pools and to encourage departments to facilitate development of faculty and student representatives in order to ensure a suitable pool of personnel for departmental, decanal, and Graduate School grievance hearings.

Notes:
*Academic days are defined as weekdays when classes are in session, not including the summer sessions.

Adopted by the University at Buffalo Faculty Senate, 6 December 2005
Promulgated by President John B. Simpson, 16 December 2005

CHAPTER X Policies and Procedures

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, 2012. 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.

UBCATS On-line (SOM Course Evaluations)

The School of Management Course Evaluation (UBCATS) is now available on-line. Towards the end of each semester a reminder will be sent out to you via your active e-mail -preferably the buffalo.edu account. The evaluation window is usually a month and all SOM 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. You will also be eligible for a drawing for various kinds of gifts such as an IPOD, gift certificates, etc. just for completing all your course evaluation on time. 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://ubcats.buffalo.edu/
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 either

Laura Amo: lccasey@buffalo.edu
or
Dr. Frank Krzystofiak: fk@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

The minimum overall grade point average necessary for completion of the MBA or MS degrees is a 3.00 ("B") in all coursework counted toward the particular degree.

Grade	Quality Points	
A	4.0	
A-	3.67	
B+	3.33	
B	3.0	
B-	2.67	
C+	2.33	
C	2.0	
D	1.0	
F	0.0	Failing Grade
I	Incomplete	
J	Reporting Error	
L	Continuing course	
R	Resigned officially by deadline date	
S/U	Satisfactory/Unsatisfactory grade is not computed in GPA.	
S/F	Satisfactory/Failed is used for internships.	

"F" Grade

Grades of "F" receive no credit (neither quality points nor hours earned). If a student received an "F" in a required course, he or she must retake the course. If the "F" is received in an elective, he or she can retake the course or substitute an additional course. "F" grades are computed in overall transcript GPA but will be replaced in calculating the minimum 3.0 GPA graduation requirement. Note: ONLY a course in which an F grade is received is eligible to be retaken.

"Incomplete" Grade

"Incompletes" may be given only in those instances where the student has not been able to complete all of the assigned projects and/or examinations due to illness or other unforeseeable and compelling circumstances. "Incompletes" are not available to students who are not passing or who have not satisfactorily completed the other academic requirements of the course.

The current "Incomplete" grade policy allows a student two semesters plus an intervening summer to complete an "I" grade before it reverts to an "Unsatisfactory" ("U") grade.

Courses Taken In Any Given Year During	Deadline for Change of Grade or Petition for Extension of Deadline
Summer Semester	Aug. 31st of the following year
Fall Semester	Dec. 31st of the following year
Spring Semester	May 31st of the following year

Individual instructors may set their own conditions for removing "Incompletes" as long as the time limit is not longer than the time limit specified above. Furthermore, the instructors must clearly state their policy so that all students in their classes are fully aware of such a policy.

Once an “Incomplete” is changed to a “U” grade, the course, if offered again, may be repeated for credit. A student may not re-register for a course in which he or she holds an “Incomplete.” Students may not be conferred the MBA degree with an “Incomplete” on the record.

“J” Grade

1. Any error or misread grade form shall result in a grade of “J”, and all grade report forms and transcripts shall note that the meaning of this grade is “reporting error;”

2. Blank or unrecorded grades shall appear as “J”; and

3. Every “J” will automatically change to “F” either at the end of the semester following its recording or at the time of graduation, whichever occurs first, unless corrected by the instructor or department in charge of the course before that deadline.

Sub-marginal Grades

Students who accumulate an excessive number of sub-marginal grades (below B) will be subject to termination from the MBA programs. The Retention Committee reviews sub-marginal records each semester.

“R” Grade (“Resignation”)

If a student resigns a course during the official period published by the Office of Records and Registration, the notation “R” will be indicated as an officially resigned course on all grade reports, transcripts, and other official University documents. There are no quality points attached to an “R” designation.

Repeating Courses

A student may not repeat a course for which he or she has received a passing grade. (D or better)

Requesting “S/U” Grading

Day students may elect to be graded on an “S/U” basis for one-half of their elective courses (five). However, concentration requirements require letter grades.

PMBA students may elect to be graded on an “S/U” basis for one of their two electives. All three mini courses will be graded on an S/U basis; the project course must be taken for a grade.

Faculty members may indicate on their syllabi that “S/U” cannot be elected or that a student must earn a “B” or better to receive an “S.”

A student is required to make his or her intentions to take the “S/U” option known by the deadline date, which is interpreted by the Graduate School Office to mean by the end of the fourth week of classes.

“S” = “Satisfactory” (A, A-, B+, B, B-, C+ or C work) earns no quality points but earns credit towards degree requirement.

“U” = “Unsatisfactory” (D and F work) earns no quality points and earns no credit toward degree requirements.

“S” and “U” grades are not figured in computing a grade point average.

“UW” = “Unsatisfactory with Written Evaluation.” In certain instances of academic dishonesty, a faculty member, after consultation with his or her chairman, may award a “UW” in lieu of an “F” grade.

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 1 conferral is spring 2012; select that from the drop down.
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/pdfs/applyForGraduation.pdf

*Note: 3/2 MBA and Dual MBA students - 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:

Conferral Date	Degree Card Due
September	June 15
February	September 15
June	February 15

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 on-line at: http://mgt.buffalo.edu/programs/mba/students/forms 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://www.grad.buffalo.edu/forms/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 3.00.
- 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 on-line 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/programs/pmba

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 in order 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 $30 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 a 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/Resources/Browse/LegalDownloading/33381

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

* UB IT Policies: http://itpolicies.buffalo.edu/dmca/
* 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/Resources/Browse/LegalDownloading/33381

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://ubit.buffalo.edu/software/virtual/index.php , 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://ubit.buffalo.edu/ubwireless/index.php

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/home/students/facilities/breakout

Full-time MBA students are covered by the University's Microsoft License Campus Agreement. For a minimal cost, students can obtain a personal copy of the current Microsoft Office Suite available for the Windows© and/or MacIntosh © platforms from @UBIT.BUFFALO.EDU/SOFTWARE/. 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. Other software available on campus, as well as other computing services, can be found at UBIT.BUFFALO.EDU/STUDENTS/

E-Mail

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://ubit.buffalo.edu/ubmail/.

Listservs 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 listserv, please send a message to the Director of Graduate Programs (davidf@buffalo.edu) and request that your name be added to the list.

EMBA AND PMBA students: EMBAs should send a message to mgt-emba@buffalo.edu and PMBAs to 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://mgt.buffalo.edu/apps/ormcalendar/index.cfm?dp=8 It is also important that you read the weekly 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.

A mail file for each day student is located in the Jacobs 206 student club suite and should be checked at least once each week.

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

Events

The School of Management graduate programs office is constantly striving to offer opportunities for students to interact with the Dean and the business community as well as educate each other on the richness of the different countries/cultures represented in our program. In addition to "Cookies and Conversation with the Dean" sessions which have been ongoing for several years, the Graduate Programs Office also sponsor Conversations with an Executive and Country Forums. The Conversations with an Executive series is co-sponsored by the School of Management Alumni Association which provides financial support and guest referrals.

Cookies and Conversation with the Dean

In an effort to keep in touch with current students, the Dean periodically meets with at least a dozen students from each class to discuss various topics of interest or concern.. Watch for the session announcements and make every effort to attend a session. Registration is required to attend.

Conversations with an Executive

Executive alumni and friends of the school are invited to share their experiences with current students in an informal setting. The School of Management Alumni Association in conjunction with the graduate programs office has welcomed numerous executives over the last several academic years. These executives take time out of their busy schedules to visit with us. Students have a round-table informal conversation with executives once a month on topics ranging from career options to life experiences, etc. We look forward to your active participation.

Country Forums

These forums provide an opportunity for student representatives from any country within the graduate program to enlighten the rest of the SOM student body on economic, social, political and other aspects of their respective countries. These events are a highlight of the semester with active participation from students, faculty and staff.

Information Sessions

In conjunction with other departments within the University, the graduate office continues to arrange events which we believe will be beneficial to the overall graduate school experience. Information sessions for Study Abroad, Fulbright Fellowship, the China trip, etc. are among a few sessions which will be made available as needed.

It is important that you plan on attending these events. Your participation and feedback encourages us to pursue other opportunities of a similar nature

If you are interested in being a future presenter of your country or have any other suggestions, please contact Ellen Murphy in the graduate programs office today!

Case Competitions

Academic year 2011-12 marked the sixth round of the Steven C. Verney MBA Case Competition for first year MBAs and the 15th round of the UB MBA Case Competition, involving second year MBAs only. Each competition provides substantial monetary awards for top teams. The second year competition includes sponsorship to a national case competition. All first year students will be included in the competition as an integral part of Strategic Management, and second year students are strongly encouraged to participate in their competition. Case competition participation is an important part of LeaderCORE™ certification as it builds and credentials certain competencies.

The Steven C. Verney grant also provides limited funding for sponsorships to national competitions as requested by students.

CHAPTER XII Associations and Student Organizations

American Marketing Association (AMA)
This club is the collegiate chapter of the American Marketing Association. AMA's goal is to provide students with an opportunity to interact with marketing practitioners. Activities include: presentations by speakers from diverse areas concerning marketing applications in their field; field visits to different marketing organizations; participation in marketing research and data collection projects; and providing job counseling information to members.

Delta Sigma Pi
Delta Sigma Pi, Alpha Kappa Chapter, is a professional business fraternity organized to help students prepare for the real work field. The activities of the fraternity include regular business meetings, seminars, guest speakers, tours of special interest, and other learning experiences. Besides these activities, the organization sponsors social gatherings.

Financial Management Association (FMA)
The Financial Management Association offers an opportunity for graduate students interested in finance to join with fellow students and faculty in order to broaden their exposure to the various aspects of nonacademic finance. This is accomplished through guest speakers and formal meetings. A typical yearly schedule includes speakers from the fields of banking, investment analysis, and corporate finance.

Graduate Management Association (GMA)
All full-time students enrolled in School of Management graduate programs are members of the Graduate Management Association. Funded by student fees, the GMA plays several roles in graduate student life. The GMA represents students via participation in the School of Management's ongoing policy making and planning process. It meets the professional development needs of students through sponsorship of various student organization events. The GMA also provides the medium for interaction and communication between students, faculty, and the administration. Social activities include an annual dinner-dance and frequent get-togethers.

International Business Association (IBA)
The International Business Association was established for students interested in pursuing a career in international management. The club sponsors speakers and social events that provide insight into both the practical issues of operating a global business and the many cultural differences that exist between countries.

Management Information Systems Association (MISA)
The Management Information Systems Association was established for students interested in pursuing a career in MIS. The club sponsors speakers, facility tours, and career strategy meetings to provide MIS students with more information about this career path. MISA also co-sponsors professional events with other School of Management clubs.

National Association of Women MBAs
National Association of Women MBAs (NAWMBA) - Mission: Educate female students on career opportunities available and necessary skills to succeed in the business world. Encourage continued education and professional development of women. Provide networking opportunities for students to connect with local professionals and alumni.

Pi Sigma Epsilon
Pi Sigma Epsilon, Omicron Chapter, is a professional sales and marketing fraternity. The organization provides its members with social as well as practical programs to help expand upon their marketing background as a rallying point and direction of movement in today's academic and business world.

School of Management Minority Alliance
School of Management Minority Alliance (SOMMA) – Mission: To foster the professional development of minority students pursuing a career in management, while promoting unity, equality, and academic excellence

Society for Human Resources Management (SHRM)
The Niagara Frontier Student Chapter of the Society for Human Resources Management is an organization dedicated to fostering the professional growth of students interested in management of human resources. SHRM is a world-wide professional organization of personnel and industrial relations practitioners in business, industry, government, and education which sponsors many services for its student chapters.
Some of the services available to SHRM student members are: current publications of pertinent human resources material; conferences and workshops; dissemination of student resumes to companies and other SHRM chapters in the US; career counseling within the human resources area; and student-sponsored seminars with guest speakers from industry and government.

Turnaround Management Association
Turnaround Management Assoc (TMA) -The mission of the Turnaround Management Association student chapter, at the University at Buffalo, is to facilitate interaction between current students and TMA professionals. The chapter will have two primary goals: 1) to seek opportunities for business-related consulting projects and 2) to provide students with opportunities to network and learn from the business community. Some of the benefits the UB TMA will provide to its members will include a student membership in the UNY Turnaround Management Association and subsidized involvement in their local educational and networking events.

University at Buffalo Accounting Association (UBAA)
The University at Buffalo Accounting Association is a student affiliate of the Institute of Management Accountants (IMA), a national organization supporting professional management accounting. Activities include: speaker seminars on career choices and professional issues, plant tours and office visits, community service, and a variety of social and fund-raising events. UBAA has received the Award of Excellence from the IMA each year of its existence, and has three times earned top honors as one of three outstanding student chapters nationwide. The organization works to develop a cohesive relationship among the students, faculty, and the business community. Because UBAA is a student affiliate of the IMA, members may participate in all IMA functions and receive IMA publications.

UB Supply Chains and Operations Management Club
The mission of the SCOM Club is to facilitate the synergy generated when many students work together toward a common goal. By creating a venue for numerous students interested in SCOM to come together, the SCOM Club creates more opportunities for UB SOM students to attract speakers to campus

from related professional organizations, attend plant tours, network, earn scholarship monies, etc. the SCOM club collaborates closely with the local chapter of APICS (American Production and Inventory Control Society), is an international organi¬zation, with more than 70,000 members, devoted to education and improvements in practice in the area of manufacturing and operations management. APICS provides students with access to the world of practitioners, plant tours, professional development, access to scholarships, a national conference and a placement ser¬vice. APICS also conducts education programs geared towards the CPIM and CIRM examinations.

Additional Information

For additional information about student organizations and newly formed clubs, consult the following web site: http://mgt.buffalo.edu/home/about/contact/studentclubs

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) 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 32,000 School of Management and more than 210,000 UB alumni.

Alumni Open Doors: Networking events and Career Resource Center (CRC) opportunities offer you access to our alumni network, one of the School of Management's greatest resources. 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 $7500 scholarship to an incoming MBA student. The current SOMAA fellows are Michelle Piaia and Allan Snider.

Student Benefits & Opportunities:

Mentors: The CRC offers access to alumni who want to share their experience, knowledge and career insights with students via MentorLink (mentor program). Visit the CRC to learn more.

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, in-class presentations and more.

Network Buffalo & Network New York: Early Spring semester student-alumni networking events geared towards preparing and connecting students with alumni for potential internship and employment opportunities.

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

Student Champion Program: SOMAA members provide discounted and free tickets to attend certain student-alumni networking events. Take advantage of these generous offers through the CRC.

- Executive of the Year Annual Awards Banquet (Fall Semester)
- SOMAA Annual Meeting during MBA Advantage (Spring Semester)
- Smart Business Practices Seminar (Spring Semester)
- Wine Tasting & Dinner (Spring Semester)
- "Salute to Summer" Miss Buffalo Cruise (Summer)

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

For more information: Thomas McArthur, Office of Alumni & External Relations, UB School of Management, 150 Jacobs Management Center, 716-645-3204 **tm53@buffalo.edu**
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.