



School of Management

University at Buffalo *The State University of New York*

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**2011-2012**

**UNDERGRADUATE HANDBOOK**



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# Academic Calendar: 2011–2012

SUMMER SESSIONS 2011	
Start and End Dates	Session
Monday, May 23 - Friday, July 1, 2011* (6 weeks)	Summer Session I (J)
Monday, June 27 - Friday, August 5, 2011** (6 weeks)	Summer Session II (K)
Tuesday, July 5 - Friday, August 12, 2011** (6 weeks)	Summer Session III (M)
Monday, May 23 - Friday, July 22, 2011* ** (9 weeks)	9 Week Sessions (L)
Monday, May 23 - Friday, July 29, 2011* ** (10 weeks)	10 Week Sessions (A)
Monday, May 23 - Friday, August 12, 2011* ** (12 weeks)	12 Week Sessions (I)
Dates Vary	Session X (Non-Standard)
<p>* May 30, 2011 - Memorial Day holiday observed</p> <p>** July 4, 2011 - Independence Day holiday observed</p>	

FALL SEMESTER 2011

Date	Event
Monday, August 29, 2011	Classes Begin
Monday, September 5, 2011	Labor Day Observed
Wednesday, September 28, 2011 Thursday, September 29, 2011	Rosh Hashanah (Classes cancelled after 6:00 pm) Classes Resume at 6:00 pm
Friday, October 7, 2011 Saturday, October 8, 2011	Yom Kippur (Classes cancelled after 6:00 pm) Classes Resume at 6:00 pm
Wednesday, November 23 - Saturday, November 26, 2011	Fall Recess
Monday, November 28, 2011	Classes Resume
Friday, December 9, 2011	Last Day of Classes
Saturday, December 10 - Sunday, December 11, 2011	Reading Days
Monday, December 12 - Monday, December 19, 2011	Semester Final Examinations

Tuesday, December 20, 2011	Winter Recess Begins
SPRING SEMESTER 2012	
Date	Event
Monday, January 16, 2012	Martin Luther King Day Observed
Tuesday, January 17, 2012	Classes Begin
Monday, March 12 - Saturday, March 17, 2012	Spring Recess
Monday, March 19, 2012	Classes Resume
Monday, April 30, 2012	Last Day of Classes
Tuesday, May 1 - Wednesday, May 2, 2012	Reading Days
Thursday, May 3 - Thursday, May 10, 2012	Semester Final Examinations
Thursday, May 10 - Sunday, May 13, 2012	Commencement Weekend

**Financial Liability Calendar – See <http://studentaccounts.buffalo.edu/deadlines/fallliability.php>**

Please consult the Student Academic & Financial Services website at: <http://sarfs.buffalo.edu/index.php>

**Official calendars are posted on the University website on the Student Academic Records and Financial Services pages. Some dates above are not confirmed at time of publication. Students are advised to check the web site. 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 REGARDING OBSERVANCE OF RELIGIOUS HOLY DAYS:**

“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.”

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# Directory

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## **Undergraduate Program Personnel**

### **Dr. Arjang A. Assad**

Dean – School of Management  
160 Jacobs Management Center  
Phone: 645-3221

### **Dr. Katherine Ferguson**

Associate Dean, Academic  
Programs  
160 Jacobs Management Center  
Phone: 645-3221

### **Dr. Natalie Simpson**

Chairman of the Undergraduate  
Program Committee  
351 Jacobs Management Center  
Phone: 645-2443

### **Carrie Gardner**

Administrative Director, Credit-  
Bearing Practicum Program  
239 Jacobs Management Center  
Phone: 645-3232

### **Lawrence D. Michael**

Assistant Dean  
Resource Management  
133 Jacobs Management Center  
Phone: 645-3210

### **Cynthia Shore**

Assistant Dean, Corporate &  
Community Relations  
Jacobs 236  
Phone: 645-3226

### **Jacqueline Ghosen**

Director of Communications  
160 Jacobs Management Center  
Phone: 645-2833

## **Undergraduate Academic Programs Office**

204 Alfiero Center  
Phone 645-3206

### **Dr. Diane Dittmar**

Assistant Dean, Academic  
Programs Administration  
204 Alfiero Center  
Phone: 645-3206

### **Debra Baldwin**

Office Manager, Academic  
Programs Office  
204 Alfiero Center  
Phone: 645-3206

### **Joy Vella**

Administrative Assistant,  
Academic Programs Office  
204 Alfiero Center  
Phone: 645-3206

### **Deidre Marriner**

Associate  
Director of Undergraduate  
Advising  
204 Alfiero Center  
Phone: 645-3206

### **Loreta Vukadin**

Associate Director of  
Undergraduate Advising  
204 Alfiero Center  
Phone: 645-3206

### **Mary Ann McQuade**

Senior Academic Advisor  
204 Alfiero Center  
Phone: 645-3206

### **Kirk Voskerichian**

Senior Academic Advisor  
204 Alfiero Center  
Phone: 645-3206

### **Craig Mathis**

Administrative Assistant/Advisor  
204 Alfiero Center  
Phone: 645-3206

## **Career Resource Center**

308 Alfiero Center  
Phone: 645-3232

### **Gwen Appelbaum**

Assistant Dean & Director

### **Pamela Krakowiak**

Associate Director

### **Michael A. Paolini**

Associate Director

### **Melissa Ruggiero**

Associate Director

## **University Offices**

### **Student Response Center**

645-2450  
232Capen Hall  
All academic and financial services

### **CIT Help Desk**

216 Computing Center  
645-3542

### **Int'l Student and Scholar Services**

210 Talbert Hall  
Phone: 645-2258

### **Parking and Transportation Services**

**102 Spaulding Quad**  
**Phone: 645-2516**

### **University Police Bissell Hall**

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

### **Office of Disability Services**

25 Capen Hall  
Phone: 645-2608

### **Student Health Center**

Michael Hall  
Phone: 829-3316

**University Counseling Service**

120 Richmond Quad, Bldg. 2

Phone: 645-2720

**University Operator**

Telephone Numbers

Phone: 645-2000

**University Visitor Information**

Phone: 645-7330

**School of  
Management Faculty**

To view the faculty directory, visit:

<http://mgt.buffalo.edu/faculty>



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# Introduction to Undergraduate Program

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The University at Buffalo, the Division of Undergraduate Education, and the Faculty of the School of Management grant the Bachelor of Science in Accounting and the Bachelor of Science in Business Administration degrees and establish standards for the Undergraduate Programs.

## **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 April 2011. The School of Management reserves the right to make changes in program, policy, admission standards, 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 University at Buffalo.

## **Advisement and Student Services**

Students seeking advice, assistance, and information concerning the program should telephone or visit 204 Alfiero Center for an appointment. The office is open from 8:30 a.m. to Noon and 1:00 p.m. to 5:00 p.m., Monday through Friday. The office phone number is 716-645-3206. The fax number is 716-645-2341. Each newly enrolled student has his or her curriculum requirements established with the School of Management in the Office of Academic Programs Administration at entry to the program. At that time, the student's course schedule and standing will be determined.

## **Career Resource Center**

The School has a Career Resource Center in 308 Alfiero Center (716-645-3232) which provides advisement in all areas of the job search process. It also has a library of books, periodicals, newspapers, manufacturing directories, and telephone books. The office also schedules workshops and activities, as well as prints a newsletter, all to assist the professional development of the student. The Alumni Association is also actively involved in assisting the School with this professional development. In addition, the University has a Placement Service, located in Capen Hall, Room 259.

## **Computer Resources**

The School of Management's computer lab is located in Room 210 Jacobs (716-645-3332). This facility houses networked personal computers that are linked to the Internet. A consultant is on duty to assist users. It is generally open from 8 a.m. to 11 p.m. each work day.

There are additional computer resources located in Baldy Hall, Bell Hall, Clemens Hall, Diefendorf Hall, and the Undergraduate Library in Capen Hall.

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# Chapter I

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## *Undergraduate Degree Program*

The Undergraduate Programs in the School of Management are designed to prepare students for managerial roles in both the private and not-for-profit sectors. The curriculum emphasizes both a broad exposure to mathematics and the social sciences and a general education in management studies. The programs of study in management give particular attention to understanding the role of the business firm in society; the management functions of planning and control; the behavior of organizations; the tools of modern management, including accounting, economics, and statistics; and the ways in which managers perform such functions as production and operations, marketing, finance, and human resources.

The School's programs are accredited by the AACSB International (Association to Advance Collegiate Schools of Business) and lead to either the Bachelor of Science in Business Administration Degree or the Bachelor of Science in Accounting Degree. Students interested in taking the New York State CPA examination need to be aware that the Undergraduate Accounting Degree is not sufficient to sit for the NYSCPA exam as of August 1, 2009 and students will need to explore graduate studies to qualify. See the Accounting Department website for additional information. The undergraduate concentrations in

Business Administration include financial analysis, human resources management, international business, management information systems, marketing, and operation and supply chains management.

Qualified students may apply for a five year program leading to a combined BS/MBA degree. The School has also established combined degree programs with other units in the University, under which students may obtain the combined BA or BS/MBA degree following undergraduate studies in the Departments of Computer Science, Engineering, Economics, Geography, and Pharmacy, and Sociology.

### **Degree Programs**

The Undergraduate **Business Administration** Programs are compatible with the philosophy of the University Faculty Senate's adopted resolution of requirements necessary for an undergraduate degree program, and consists of the following elements:

#### **Foundation/Prerequisite\* Disciplines**

1) *Mathematical Analysis for Business (MTH 131)*

The following sequences will satisfy the math requirement:

- Math 131 (preferred)
- Math 121 and Math 122
- Math 141 and Math 142

Students who feel that their algebra and trigonometry skills are weak are advised to take ULC 148 at the University at Buffalo or an equivalent course at another institution before one of the above sequences.

2) *Macroeconomics (ECO 181)*

3) *Microeconomics (ECO 182)*

4) *Psychology (PSY 101)*

5) *Intro. to Computer & Statistics for Mgmt. (MGQ 201)*

6) *Accounting Principles I (MGA 201)*

7) *Accounting Principles II (MGA 202)*

To remain in the School of Management and to be permitted to take the restricted upper-level (300/400 level) School of Management courses, **BUSIENSS ADMINISTRATION STUDENTS must satisfy the following requirements:**

- 1) Completion of the seven management prerequisite courses\* with a minimum cumulative GPA of 2.75 in the seven. *If a course is repeated, the grade that is counted is the grade earned the second time, even if the grade is lower than the grade earned the first time. Students may not take a course for the major a third time.*
- 2) Minimum overall GPA and UB GPA of 2.5.

3) If a transfer student, a minimum transfer GPA of 2.5 at entry to UB.

To remain in the School of Management and to be permitted to take the restricted upper-level (300/400 level) School of Management courses, **ACCOUNTING STUDENTS must satisfy the following requirements:**

- 1) Completion of the seven management prerequisite courses\* with a minimum cumulative GPA of 3.0 in the seven. *If a course is repeated, the grade that is counted is the grade earned the second time, even if the grade is lower than the grade earned the first time. Students may not take a course for the major a third time.*
- 2) Minimum overall GPA and UB GPA of 3.0.
- 3) If a transfer student, a minimum transfer GPA of 3.0 at entry to UB.
- 4) Completion of MGA 201 and MGA 202 with minimum grades of B in each course.

### Free Electives

Any credit-bearing courses throughout the University for which a student meets prerequisites and for which space is available.

### AACSB Standard – “50% Rule”

The Association to Advance of Collegiate Schools of Business accreditation standards mandate that an undergraduate curriculum should have a general education component that normally comprises at least 50% of the students four year program. Up to nine semester hours

of statistics and six credits of economics may be counted as part of the general education curriculum.

### Core Management Courses for Business Administration and Accounting

- MGQ 301 Statistical Decisions for Management
- MGF 301 Corporation Finance
- MGI 301 Human Resources and Labor Relations for Mgrs.
- MGB 301 Organizational Behavior and Administration
- MGG 300 Career Planning, Strategy, and Management
- MGM 301 Principles of Marketing
- MGS 351 Intro. to Management Information Systems
- MGE 302 Applied Economics
- MGO 302 Production and Operations Management
- MGT 401 Public Policy, Law and Management  
(Accounting students take MGT 403 instead of MGT 401)
- MGO 403 Fundamentals of Strategic Management

### Three Management Electives

Business Administration students may take "S/U" grading in management electives not being used toward a concentration. ***All CORE courses and courses in a concentration must be letter graded.***

### General Education and University Writing Requirements

General Education and Writing Requirements for and for transfer students entering with less than 24 credit hours are as follow:

- University Writing Skills:  
  
All students must complete the University Writing Skills requirements (ENG 101-201) or ENG 201 and one humanities general education course. ENG placement is determined by SAT scores.
- UGC 111, World Civilization I
- UGC 112, World Civilization II
- UGC 211, American Pluralism
- Arts General Education Course
- Two-Semester Natural Science Sequence (at least one semester with Lab)
- Depth Requirement (MG students satisfy this with completion of MGQ 301 for the major)

[SEE THE UNIVERSITY CATALOG FOR ADDITIONAL DETAILS ABOUT THE UNIVERSITY GENERAL EDUCATION PROGRAM](#)

<http://undergrad-catalog.buffalo.edu/>

**For curriculum guides for the BS. in Accounting and the BS in Business Administration, visit:**  
<http://mgt.buffalo.edu/programs>

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# Chapter II

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## **BS in Accounting**

Accounting career paths generally start with employment in public accounting firms, industry, financial institutions, governmental agencies or other not-for-profit organizations. Within these organizations, there is often further specialization into financial accounting, managerial accounting, audit, internal audit\*, taxation and specialized consulting services. You may wish to eventually become a certified public accountant ("CPA"), certified management accountant ("CMA"), certified financial manager ("CFM") or certified internal auditor ("CIA") through satisfactory completion of a combination of licensing exams and experience requirements.

Before you can begin your job search, you will need to decide which path you want to initially follow. You will learn about the different functions and kinds of employers of accountants from the professional development course and your other accounting classes, participation in UBAA and Beta Alpha Psi activities, completion of internships and your own research. Faculty members have differing backgrounds and are also willing to speak with you regarding career choices.

**Requirements:** (In addition to the MG core and University Requirements)

MGA 301 Intermediate Financial Accounting I\*\*

MGA 302 Intermediate Financial Accounting II\*\*

MGA 303 Communication for Accountants (2 credits)

MGA 311 Accounting Systems\*\*

MGA 314 Cost Accounting

MGA 402 Auditing

MGA 403 Federal and State Taxes

MGA 404 Advanced Financial Accounting

***Plus one of the following:***

MGF 401 Financial Institutions

MGF 402 Investment Management

MGF 403 International Financial Management (Fall only)

MGF 405 Advanced Corporate Finance

MGF 407 Financial Derivatives & Their Markets (Spring only)

MGF 420 Special Topics in Finance

*\*\*These courses require a minimum grade of C to continue in the program.*

## BS in Business Administration Concentrations & Descriptions

The School of Management offers formal concentrations, which are sequences of courses available to students interested in specific management areas.

**It is not a requirement to follow a concentration, but all students must complete at least 3 upper level management electives.**

The concentrations are:

- 1) Financial Analysis
- 2) Human Resources Management
- 3) International Business
- 4) Management of Information Systems
- 5) Marketing
- 6) Operation and Supply Chains Management

Internships do not satisfy concentration requirements except for the Human Resources Management concentration. You cannot replace one of your 300 or 400 level MG concentration courses with MGA, MGF, MGM, or MGS 496 to earn a concentration. However, an internship does count as one management elective if a student is pursuing the General Management concentration. It is not a requirement to follow a concentration, but all students must complete at least 3 upper level management electives (in addition to the core management requirements.) Students should plan concentration courses so that they are spaced out over two or more semesters.

### Financial Analysis

#### Description of Concentration

The skills to be developed fall under the general classification of financial analysis and control activities. Typical techniques and skills developed are:

- A. Valuation of corporate real investment projects and prepare capital budgeting evaluations.
- B. Estimate the firm's cost of capital for various degrees of leverage and determine optimal capital structure.
- C. Analyze financial statements for loan and merger analysis.
- D. Analyze divisional and other sub-unit performance in light of overall corporate objectives.
- E. Prepare budgets of firms given a sales forecast and estimate cost functions.
- F. Determine the values of individual securities.
- G. Analyze security portfolios, determine risk and return characteristics, design portfolios, assess portfolio performance.

Employment opportunities may be anticipated in many areas of the private sector and in government as well. Some of the typical positions could be:

- financial analyst for corporations
- lending officer
- corporate credit analyst
- cost accountant
- security analyst
- portfolio manager

#### Requirements

In addition to the core management courses, students must complete the following courses:

MGA 306 Financial Reporting and Analysis

MGF 405 Advanced Corporate Finance

MGF 402 Investment Management

MGF Elective - (Choose from 401, 403, 407, or 420)

*Students changing from the BS in Accounting to the BS in Business Administration with a Finance concentration may substitute MGA 301-302 for the MGA 306*

### Human Resources

#### Management

#### Description of Concentration

The concentration in Human Resources Management is composed of a package of courses which together are designed to provide the student with sufficient background to pursue a career in human resources management, and industrial relations. It builds upon the material covered in MGI 301 (Human Resources and Labor Relations for Managers) and MGB 301 (Organizational Behavior and Administration), both of which are required of all undergraduates.

#### Requirements

In addition to the core management courses, students must complete the following courses:

MGI 411 Advanced Human Resource Management

**and two from:**

MGI 441 Collective Bargaining

MGB 425 Power and Influence in Organizations

MGI 496 Internship

"S/U" grading will not be allowed in any of the electives.

## **International Business Description of Concentration**

The concentration will consist of three courses selected from the Geography Department or from the international courses offered by the School of Management.

### **Requirements**

In addition to the core management courses, students must complete three of the following courses:

GEO 330 Dynamics of International Business

GEO 333 Bases of World Commerce

GEO 334 International Cultural Environment and Commercial Problems

MGF 403 International Financial Management

MGM 483 International Marketing

Plus: Satisfactory completion of two semesters of foreign language or the equivalent of one year proficiency. This requirement will be waived if a student has a high school diploma from a country whose language of instruction is other than English; or has achieved a 4 or 5 score on an AP examination in a foreign language, or has scored 600 or higher on a College Board Foreign Language Achievement test.

"S/U" grading will not be allowed in any of the electives.

## **Management of Information Systems Description of Concentration**

The concentration is designed to prepare the student for an entry-level position in the field of information systems. The

graduate will be able to develop computer based applications for business and industrial situations. The course work orients the student toward the management side of the problem as well as the technical issues. Although the student will be trained in an object-oriented language and relational database language, the objective of the concentration is to train an individual to apply information technology effectively.

### **Requirements**

In addition to the core management courses, students must complete the following courses:

CSE 113 Introduction to Computer Science I

MGS 314 Applied Business Programming

MGS 402 Telecommunications Technology

MGS 404 Database Management Systems

MGS 405 Systems Analysis and Design

MGS 425 IT Project Management

"S/U" grading will not be allowed in any of the electives.

### **Marketing Description of Concentration**

The concentration provides a very broad coverage of the marketing field so that the student will have the theoretical and applied background needed to recognize and deal with any problem in marketing. The concentration attempts to qualify students for positions in either sales, marketing research, or management. No special background other than the

standard SOM sequence of courses and the basic marketing course (MGM 301 or equivalent) is required to enter the concentration.

### **Requirements**

MGM 403 Marketing Research

Plus two from the following courses:

MGM 402 Sales Force Management

MGM 404 Consumer Behavior

MGM 406 Product and Brand Management

MGM 409 Advertising and Promotion

MGM 483 International

"S/U" grading will not be allowed in any of the electives.

## **Operation and Supply Chains Management**

### **Description of Concentration**

The Operation and Supply Chains concentration prepares students for a wide range of service operations management positions, in service industries such as health care, education, airlines, management of quick response services such as fast food restaurants, government, non-profit organizations, retail, logistics, third- and fourth-party logistics service providing firms, etc. In addition to this wide range of service firms, a small number of students also find employment in manufacturing firms. Through this concentration, students learn to identify the business characteristics of various types of service and manufacturing organizations, and actively participate in ways and means to contribute towards better service levels for customers, and lower

costs, higher productivity and quality; understand how the various tools and techniques learned in the program will contribute to the effectiveness and efficiency of different types of service & manufacturing organizations which ultimately leads to improved end-customer's cost and service level; and, within a supply chain context, identify the specific roles and functions of each player in a (global) supply chain.

**Requirements:**

MGO 303 Supply Chain & Logistics Management (Spring only)

MGO 304 Service Operations & Extreme Events Management (Fall only)

***Plus one of the following courses:***

MGO 405 Business Forecasting (Spring only)

MGI 411 Advanced Human Resources

MGI 441 Collective Bargaining

MGB 425 Power & Influence in Organizations

IE 409 Six Sigma Quality

IE 408 Quality Assurance

IE 460 Lean Enterprise & Industrial Applications

The IE courses have very limited availability and require the written permission of the Engineering Department (410 Bonner Hall) approval and registration assistance. The School of Management recommends planning to take an MG elective for this requirement.

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# Chapter III

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## ***BS/MBA Joint 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 accepted into this program must meet undergraduate degree requirements exactly as specified in the MBA Handbook. Any deviation in the curriculum must be approved. Students completing the BS/MBA degree earn two degrees which are conferred together at the end of the fifth year.

***PLEASE SEE THE MBA HANDBOOK FOR DETAILS***

<http://mgt.buffalo.edu/programs/mba/academics/handbooks/201011handbook>



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# Chapter IV

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## 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.

### Accounting

The accounting track is designed to prepare students for entry-level professional positions in public accounting, industry, or government, and to provide the basis for continuing professional development. Both conceptual foundations and current professional practice are emphasized. Students completing the Registered Accounting Program meet the New York State educational requirements for the Certified Public Accountant (CPA) examination.

#### **MGA 201 - Introduction to Accounting I**

The first course in accounting covers basic financial statements; the accounting equation; the concept and measurement of profit; the recognition of revenue; qualitative characteristics of accounting information, and the necessity of tradeoffs among those characteristics; merchandising and manufacturing firms; cost behavior and cost-volume-profit analysis and for budgeting operations. Normally offered in the fall for the day program, in the spring for the evening program, and during the summer. *Prerequisite: sophomore standing*

#### **MGA 202 - Introduction to Accounting II**

The second course continues coverage begun in the first course. Topics include product costing methods; the use of accounting information for management decisions; external reporting according to GAAP; accounting for inventories, property, plant and equipment, and long-term liabilities; the cash-flow statement; and introductions to individual income taxation and auditing. Normally offered in the spring for the day program, in the fall for the evening program, and during the summer. *Prerequisite: MGA 201 & sophomore standing*

#### **MGA 301 - Intermediate Financial Accounting I: Assets and Income Determination**

An examination of the theory of business income determination with emphasis upon the application of accounting theory to asset valuation and reporting in financial statements. *Prerequisites: MGA 201 and 202 with minimum grades of B in each; completion of or concurrent registration in MGA 311 ; junior standing in Accounting Program. Offered fall.*

#### **MGA 302 - Intermediate Financial Accounting II: Equities**

A continued examination of the theory of financial accounting with emphasis upon the valuation and reporting of equities; preparation, analysis, and interpretation of financial statements. *Prerequisites: MGA 301 and MGA 311 with minimum grades of C in each; junior standing in Accounting Program. Offered spring.*

#### **MGA 303 - Communication for Accountants**

This course will focus on developing the practical skills necessary to prepare and deliver effective oral and written communications. The goal is to improve how you write and how you speak in a business context. Emphasis is on expectations for

speaking and writing within the accounting profession. *Prerequisites or Co-requisites: MGA 301 and MGA 311 with minimum grades of C in each; junior standing in Accounting Program. Offered fall and spring*

#### **MGA 306 - Financial Reporting and Analysis**

An intermediate course in financial accounting for non-accounting majors which includes the format and content of financial statements currently generally accepted accounting principles, problems in disclosure and income measurement, and analysis of financial statements. *Prerequisites: MGA 201 and 202 . Not open to students in Accounting Program. Normally offered both fall and spring.*

#### **MGA 311 - Accounting Systems**

An examination of the accounting systems, both manual and computer based, for service, merchandising, and manufacturing firms. Emphasis is placed on source documents, internal control, flowcharting, and information provided to management. *Prerequisites: MGA 201 and 202 with minimum grades of B in each; MGS 351 is a recommended co-requisite; junior standing in Accounting Program. Offered fall.*

#### **MGA 314 - Cost Accounting**

An examination of the principles and methods of accounting used in reporting to management concerning cost classification, behavior, and measurement; product and service costing systems; and budgeting and performance evaluation. *Prerequisites: MGA 301 or MGA 311, junior standing in Accounting Program. Offered spring.*

#### **MGA 402 - Auditing**

Scope and limitation of audits; qualifications and responsibilities of auditors; methods of verification and analysis applied to asset and equity accounts; examination of operating data and systems; expressions of opinion related to financial

statements and auditor's legal liability. *Prerequisites: MGA 301 & 311 & 302 (with minimum grades of C in each), MGF 301 and senior standing in Accounting Program. Normally offered fall.*

#### **MGA 403 - Federal Income Taxes**

An examination of the concepts of the federal and New York State income tax laws as they apply to individuals, business entities and property transactions. Emphasis is on gaining an understanding of the principles of tax law and using that knowledge for better decision-making. Also, an overview of corporate tax provisions and income tax treatment of partners and partnerships is provided.

*Prerequisites: MGA 301 & 311 & 302 (with minimum grades of C in each); senior standing in Accounting Program. Normally offered fall.*

#### **MGA 404 - Advanced Financial Accounting**

An examination of accounting for mergers and acquisitions, consolidated financial statements, international transactions, bankruptcy and reorganization, governmental and nonprofit organizations, and other topics. *Prerequisites: MGA 301 & 311 & 302 (with minimum grades of C in each), MGF 301; senior standing in Registered Accounting Program. Normally offered spring.*

#### **MGA 415 - Fraud Examination**

Fraud is an ever-present and growing concern for both the external auditor and the internal auditor. Both need to be aware of the various types of fraudulent schemes, techniques for preventing fraud from occurring, and the approaches to detecting fraud when it has occurred. This course is required for students completing the Internal Audit Concentration and a recommended elective for students completing the Registered Accounting Program. *Prerequisites: Any 300 level MGA course, MGA 311 or MGS 351, MGQ 301, and senior standing. Normally offered spring.*

#### **MGA 496 - Internship**

Normally offered both fall and spring. *Senior standing required.*

#### **MGA 499 - Independent Study** 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 activity. May be taken for credit more than once.

*Prerequisite: Permission of instructor and department chairman.*

### **Economics**

#### **MGE 302 - Applied Economics**

Considered are methods, concepts, and techniques employed in applying economic constructs and principles to managerial decision-making in private and public enterprises. Topics include, for example, market demand analysis, firm's production decisions, and pricing practices.

*Prerequisites: Economics 181 and 182; mathematics requirement; MGQ 201 and junior standing in SOM. Normally offered both fall and spring.*

### **Finance**

#### **MGF 301 - Corporation Finance**

The scope and objective of financial management are introduced along with the concept of the risk-return trade off. Financial planning with special emphasis on evaluating capital projects and managing working capital is then considered. The methods employed to obtain funds are discussed along with the costs associated with each alternative. *Prerequisites: MGA 201 and 202; MATH 131; completion of or concurrent registration in MGQ 301; junior standing in SOM. Normally offered both fall and spring.*

#### **MGF 401 - Financial Institutions**

An analysis of the economic functions and operations of commercial banks and related institutions in the United States and abroad. *Prerequisites: MGF 301, MGQ 301; junior standing in SOM. Normally offered both fall and spring.*

#### **MGF 402 - Investment Management**

Techniques for evaluating portfolios are emphasized, which can be applied to the management of mutual funds, pension funds, client's portfolios, etc. Recent research on

security markets, portfolio theory, and the measurements of investment performance are also discussed. *Prerequisites: MGF 301, MGQ 301, and junior standing in SOM. Normally offered both fall and spring.*

#### **MGF 403 - International Financial Management**

The purpose of this course is to provide the conceptual framework necessary for financial decision making in an international context. The focus will be on implementing analytical tools and theory through problems and analysis of *real world* global decision making. From this global perspective, the following traditional areas of corporate finance will be explored: working capital management, capital budgeting, cost of capital and financial structure, and evaluation and control of operations. Within these areas, we concentrate on those decision variables which purely domestic firms tend to overlook -- such as, fluctuating exchange rates, differing rates of inflation between countries, differing tax systems, multiple money markets, exchange controls, segmented capital markets, and political risks such as nationalization or expropriation. *Prerequisites: MGF 301, MGQ 301, and junior standing in SOM. Not offered every semester.*

#### **MGF 405 - Advanced Corporate Finance**

The theory and practice of financial decision-making under uncertainty are discussed. In particular, the problems of working capital management, capital budgeting, cost of capital, dividend policy, and merger analysis are considered in depth. *Prerequisites: MGF 301, MGQ 301, and junior standing in SOM. Normally offered both fall and spring.*

#### **MGF 407 Financial Derivatives and Their Markets (3) (F)**

The objective of this course is to give students an understanding of the wide range of derivative financial securities developed over the past 15 years and better prepare them for the types of careers available in today's complex global markets. Students will learn how these securities are priced and used in risk management

and speculative strategies by individuals and companies. Financial securities and markets are changing rapidly and the objective of this course is to help students be better prepared to enter a career in finance. *Prerequisites: MGF 301, MGQ 301, concurrent registration or prior completion of MGF 402 (prior completion strongly recommended), senior standing in SOM. Not offered every semester. LEC*

#### **MGF 496 – Internship**

Normally offered fall and spring. *Senior standing required.*

#### **MGF 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

### **Human Resources & Industrial Relations**

#### **MGJ 301 - Human Resources and Labor Relations for Managers**

This is a broad survey course designed to introduce students to the operation of internal and external labor markets. It focuses on the management of human resources within the firm, the unique context of a unionized labor force and the labor market environment in which the firm operates. This course examines substantive issues and will train the student to use analytical tools. Topics covered: the growth and development of trade unionism; the collective bargaining process; managerial personnel philosophy and practices; manpower development; economics of the labor market. *Prerequisite: Junior standing in SOM. Normally offered both fall and spring.*

#### **MGJ 411 - Advanced Human Resources Management**

This course provides a comprehensive overview of the human resources function within the firm. Among the topics covered are: recruiting and selection, performance management (including

compensation and personal appraisal), development, and the relevant public policy and legal issues that bear on these human resources decisions. *Prerequisite: MGI 301 and junior standing in SOM.*

*Normally offered both fall and spring.*

#### **MGJ 441 - Collective Bargaining**

A survey of collective bargaining in the United States. Topics covered include: the nature and significance of collective bargaining; procedures of collective bargaining; bargaining issues; contract administration; etc. *Prerequisite: MGI 301 and junior standing in SOM. Normally offered both fall and spring.*

#### **MGJ 496 – Internship**

*Normally offered both fall and spring. Senior standing required.*

#### **MGJ 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

### **Management**

#### **MGG 300 - Career Strategies, Planning and Management**

A hands-on course taught by a team of faculty, Career Resource Center staff, area professionals and alumni. Introduces a strategic approach to career planning and job search. Topics/activities cover the job market, job search resources, developing a personal marketing strategy, researching potential employers, networking, interviewing, and résumé writing skills. Recommended to be taken second semester of junior year or first semester of senior year. *Prerequisite: Junior Standing in SOM - Offered both fall and spring.*

#### **MGT 401 - Public Policy, Law and Management**

This course focuses on the regulatory and policy implications of the interaction between government and private business entities, including

corporations, partnerships and other business forms. The class is designed to help students understand the legal environment in which business organizations operate. It also will examine the role of ethics in business decision-making and the distinction between ethical and legal constraints. Discussion of specific laws affecting business and management, including securities regulation, antitrust statutes, and the Sarbanes-Oxley legislation of 2002 will be included. *Prerequisite: Junior or senior standing in SOMO. Normally offered both fall and spring.*

#### **MGT 403 - Business Law I**

Analyzes major legal issues in business decision-making: contracts, products liability, law of business organizations, and government regulation of business. *Prerequisite: Senior standing in accounting. Normally offered both fall and spring.*

#### **MGT 404 - Business Law II**

Uniform Commercial Code, bankruptcy, property law, and other commercial law topics. *Prerequisite: MGT 403. Elective for Accounting Majors. Normally offered both fall and spring.*

#### **MGT 496 – Internship**

Normally offered both fall and spring. *Senior standing required.*

#### **MGT 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

### **Management Science & Systems**

#### **MGQ 201 - Introduction to Computers and Statistics for Management**

This course will familiarize students with computers and computer software packages relevant to business and management, and it will introduce students to basic concepts in accounting (modeled around

spreadsheets) and statistics (modeled around descriptive statistics). Word processing, spreadsheet, and statistics packages will all form an important part of the course. The course will include supervised homework sections at specific times and sites, for hands-on computer literacy. *Prerequisites: Sophomore standing. Normally offered both fall and spring.*

### **MGQ 301 - Statistical Decisions in Management**

The course is designed to strengthen skills in the use of statistical methods for decision-making and in the use of computers to apply statistics as well as to increase data input capability. Topics include estimation, hypothesis testing, regression, and analysis of variance. *Prerequisites: MGQ 201 ; junior standing in SOM. Normally offered both fall and spring.*

### **MGS 314 Applied Business Programming**

An introductory programming course with an emphasis on business applications and problem solving. Students will learn object oriented design techniques, programming structures, programming logic and user interface design. The software development environment used in this course is Microsoft Visual Studio and the Visual Basic .NET programming language. *Prerequisites: MGS 351, senior standing in SOM. Offered fall only.*

### **MGS 351 - Introduction to Management Information Systems**

An introduction to the basic concepts of management information systems from the managerial perspective. Topics include systems theory, information theory, systems analysis, and database management. Computer software such as LOTUS 1-2-3 and Microsoft Access is also introduced. *Prerequisite: MGQ 201 . and junior standing in SOM. Normally offered both fall and spring.*

### **MGS 402 - Telecommunications Technology**

This course will introduce students to telecommunications technology. The students will get an appreciation

for the telecommunications technology that surrounds us such as Fax, telephone, radio, as well as the management of telecommunications. The students will get an appreciation of the services planned by telecommunication companies. They will learn to identify major components of local area networks (LAN) and wide area networks (WAN) and be able to understand issues relating to design of LANs and administration of network operating systems. *Prerequisites: MGS 351 and Senior Standing in SOM. Offered fall only*

### **MGS 404 - Database Management Systems**

This course will introduce the technologies used to develop and implement database systems. The course will begin by introducing the relational model and the Structured Query Language (SQL). The course will also examine post-relational as found in object-oriented and semantic databases. Data modeling concepts and principles of good database design will be used to illustrate the construction of integrated databases. Students will be required to complete a project that incorporates good database design concepts *Prerequisites: MGS 351 and Senior Standing in SOM. Offered fall only*

### **MGS 405 - Systems Analysis and Design**

The goal of this course is to acquaint students with the various concepts and technologies used in the analysis and design of computer-based systems. The course will introduce techniques for studying business information flows, defining information requirements, and for designing and implementing computer-based solutions. This course will also survey modern software development practices and methods such as rapid applications development and prototyping and the use of automated tools to support software development. *Prerequisites: MGS 402, 404, and Senior Standing. Offered Spring.*

### **MGS 425 Management of IT Projects**

MIS concentration capstone course. Advanced MIS majors, operating as a high performance team, will

engage in and complete the design and implementation of a significant information system, Project management, management of the IS function, and systems integration will be components of the project experience. *Prerequisites: CSE 113, MGS 314, MGS 351, MGS 404*  
*Co-requisites: MGS 405*

### **MGS 496 – Internship**

Normally offered both fall and spring. *Senior standing required.*

### **MGS 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

## **Marketing**

### **MGM 301 - Principles of Marketing**

Introduces the basic elements and applications of contemporary marketing. Emphasizes fundamental concepts of segmentation, targeting market research, organizational and consumer buying behavior using the traditional marketing framework of Product, Price, Advertising, Sales Promotion, and Distribution. *Prerequisites: Junior standing. Normally offered both fall and spring.*

### **MGM 402 - Sales Force Management**

The focus of this course is on the roles of the sales force and sales management in the firm's marketing strategy. Specific topics to be covered are selling techniques, territory management, sales force selection, sales training for improved performance, compensation schemes, and performance evaluation. Case analysis and discussion will deal with problems from the perspective of the sales representative, the sales manager, and top management. *Prerequisites: MGM 301 and Junior standing. Normally offered both fall and spring.*

### **MGM 403 - Marketing Research**

Marketing research as a tool of market management. The role of research in planning and controlling market activities and the techniques of marketing research will be analyzed and application to marketing problems illustrated.

*Prerequisites: MGM 301 and junior standing. Normally offered fall and spring.*

### **MGM 404 - Consumer Behavior**

A discussion of pertinent theoretical and empirical findings about the behavior of consumers and industrial and institutional buyers.

*Prerequisites: MGM 301 and junior standing. Normally offered both fall and spring.*

### **MGM 406 - Product and Brand Management**

A discussion of new product development, brand and pricing strategies for existing products, and the design of promotional campaigns. Particular emphasis is given to the new product development process and the design of advertising strategy.

*Prerequisites: MGM 301 and junior standing. Normally offered spring.*

### **MGM 409 - Advertising and Promotion**

Promotional strategy, one of the four P's of marketing, is critical to the survival and success of organizations because promotion forms the point of contact between the organization and its many stakeholders, especially, its customers. While promotion is typically associated with advertising, today's marketers have many more options in fashioning their promotional strategies. Understanding the various promotional choices including advertising, sales promotions, direct marketing, personal selling, and public relations and how these strategies need to work in tandem to achieve the greatest impact are among the objectives of this course. *Prerequisite: MGM 301. Normally offered fall and spring.*

### **MGM 483 International Marketing (3) (Sp)**

As the world becomes a global village and more and more corporations around the world market their products and services in

foreign countries, the demand for business students with an understanding of international marketing is dramatically increasing. Thus, it becomes increasingly critical for undergraduate marketing students of this institution to (1) develop an understanding of the concepts, principles, and practices of marketing in the global environment; (2) develop familiarity with the problems involved in marketing across national boundaries; and (3) gain knowledge of tools and approaches to develop and control marketing programs on a global basis. *Prerequisite: MGM 301 and junior standing. Normally offered spring.*

*(MGM 483 International Marketing may only be used to satisfy the general management or international business concentrations.)*

### **MGM 496 - Internship**

Normally offered both fall and spring. *Senior standing required.*

### **MGM 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

## **Organizational and Behavioral Science**

### **MGB 301 - Organizational Behavior and Administration**

This course provides an understanding of the many factors that influence the behavior of individuals and groups in organizations, and enables students to apply these concepts to the issues and situations that they will encounter as employees and managers. Particular emphasis is given to the role of perception, motivation, leadership, group dynamics, organizational structure and change. Systematic interrelation of economics, technological,

psychological, and sociological variables useful in observing, predicting, and influencing organizational behavior. Students will develop ways of thinking about organizational problems to increase their effectiveness as administrators. *Prerequisites: Psychology 101 and junior standing. Normally offered both fall and spring.*

### **MGB 425 - Power and Influence in Organizations**

Utilizing tools from organization theory, this course focuses on the nature of power and influence, the acquisition of power and its use in organizations. Major frameworks from the social and behavioral sciences are analyzed and their utility for application is delineated. Cases and other exercises for application in both the public and private sectors are discussed, and students are encouraged to relate the material to their personal experiences and professional objectives. *Prerequisite: MGB 301 and junior standing. Normally offered spring.*

### **MGB 496 - Internship**

Normally offered both fall and spring. *Senior standing required.*

### **MGB 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

## **Operations Management & Strategy**

### **MGO 302 - Production and Operations Management**

An introduction to the process, the tools, and the techniques of production and operations management. Sufficient skill will be developed in the use of financial, quantitative, statistical, and computer-based tools and techniques as they apply to operations management and control problems in business, industrial, service, and governmental settings. *Prerequisite: MGO 201 and junior standing in*

*SOM. Normally offered both fall and spring.*

### **MGO 303 Supply Chain and Logistics Management**

The course deals with design and management of supply chains and logistics for competing effectively in global markets. The management of specific functions within supply chains such as manufacturing, procurement, logistics and inter-organizational information and coordination are covered. The topics covered include qualitative & quantitative techniques for optimum configuration of supply chain and logistics, principles of postponement in design, processes and logistics, mass customization, global location factors for offices, plants and distribution centers, collaboration and coordination among various players in supply networks, vendor managed inventory (VMI), strategic alliances & partnering, purchasing and buyer-supplier relationships. Given the increasing importance of logistics and retail sectors in employment generation, logistics management topics such as warehousing, transportation and third party logistics service providers are also covered. *Prerequisite: MGQ 201 and junior standing in SOM. Offered spring only.*

### **MGO 304 Service Operations & Extreme Events Management**

This course imparts an understanding of service operations management. The service sector is the largest sector in terms of contributions to GDP as well as employment. This course is designed to cover unique aspects of service operations and complexities involved in a wide range of service organizations such as health care, management of quick-response services (such as fast food restaurants), education, retail, government, and non-profit organizations. The planning and control mechanisms for a variety of

service situations, and ways and means to lower the costs, improve the efficiency and customer service organizations will be analyzed through many quantitative models such as queuing theory, design of service delivery systems and qualitative methods. In addition, given the growing turbulence in social and economic spheres in recent years, additional emphasis is placed on service business processes involved in emergency management systems, extreme events and rapid execution of service logistics processes. These include the four sectors of: 1) management of organizations such as fire, health care, police protection; 2) disaster management techniques (hurricanes, earthquakes, and other natural events), 3) emergency response to unanticipated shortages of critical materials such as blood, vaccines; and 4) handling and transportation of toxic materials, etc. *Prerequisite: MGQ 201 and junior standing in SOM. Offered fall only.*

### **MGO 330 Entrepreneurship and Small Business**

Entrepreneurial ventures are unique entities. They take on the character of their originator who seeks to make his/her mark in the business world. Founders provide the essence of what their venture becomes. Students develop their entrepreneurial instinct as well as entrepreneurial skills. This interaction of instinct and skills assists professional growth and sharpens entrepreneurial "sense." Lecture, discussion, and activities occupy class time. Explores both text and lecture content to provide insight into the components and interactions of business elements. In large part, examines course content in pursuit of the development of a business plan.

### **MGO 403 - Fundamentals of Strategic Management**

A survey of general management processes for planning and

controlling the operations of the firm. Special attention is given to the strategic and operations planning process and to the integration of marketing, production, and financial planning within it. Case studies and a computer-based management game are part of the course. *Prerequisites: MGF 301, MGB 301, MGM 301, MGS 351, MGO 302, and MGE 302- A minimum of 3 of the six must be completed prior to enrollment in MGO 403 and no more than 3 of the six can be taken concurrently with MGO 403. Must have Senior Standing in SOM. Normally offered both fall and spring.*

### **MGO 450 - Business Forecasting**

This course is devoted to forecasting for business purposes in the face of uncertainty. It is designed to familiarize students with various forecasting techniques and their practical applications in business, including projections of retail sales, real estate loans, tool shipments, costs, revenues, stock prices, inflation rates, and other micro- and macro-level variables. Numerous case studies are used. *Prerequisites: MGQ 301 and MGE 302. Normally offered spring.*

### **MGO 493 - Special Topics**

Various topics of concern to management students are offered periodically by guest lecturers and faculty members. Not offered on a regular basis. *Prerequisites: Junior standing in SOM.*

### **MGO 499 - Independent Study**

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 activity. May be taken for credit more than once. *Prerequisite: Permission of instructor and department chairman.*

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# Chapter V

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## ***Academic Policies and Procedures***

### **Student's Responsibility**

All students 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 April 2011. The School of Management reserves the right to make changes in program, 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.

### **Academic Load**

Undergraduate students are allowed to register for up to 19 credit hours during pre-registration. The student's advisor can approve an override with appropriate justification.

### **Academic Standing**

For a full-time student, minimum satisfactory progress toward a degree is established in terms of the completion of 12 semester hours with a Grade Point Average of 2.0 or better for each semester.

Academic review by the School of Management may result in the following designations:

#### *Dean's List*

3.6 GPA or better for completion of 15 semester hours (12 of which are letter-graded) in a semester. It is designated on a semester basis.

#### *Good Standing in the School of Management Business Administration Major*

2.75 GPA in the seven management foundation courses (prerequisites)  
2.50 overall and UB GPA

2.0 or better in all management courses at the 300 and 400 level

#### *Good Standing in the School of Management Accounting Major*

3.0 GPA in the seven management foundation courses (prerequisites)  
3.0 overall and UB GPA

2.0 or better in all management courses at the 300 and 400 level

### **Application for Degree**

In order to be considered for graduation the Application for Degree card must be filed by the published deadline dates established by the Office of Student Academic Records and Financial Services. If the degree card is not submitted by the deadline date, the degree will not be conferred until the subsequent graduation date. Students may apply for degree on the HUB no sooner than one year prior to the intended graduation date. Please visit the "Academics" tab on your HUB account for this information.

### **Athletics**

No more than 8 hours of activity credits is allowed.

### **Class Attendance**

Since the University desires to promote student responsibility, there is no general rule concerning absences from classes. However, instructors may take account of such absences in determining final grades. Attendance at courses is expected.

### **Courses Taken Outside the University**

A matriculating daytime student in the School of Management is expected to complete his or her program at the University. However, students who wish to take summer work at another accredited college or university for academic credit toward the baccalaureate degree may do so by first obtaining approval. Petition forms are available in the Office of Academic Program Administration in the School of Management. Students must take at least 30 hours of courses at University at Buffalo in order to obtain a degree from this institution, in addition to meeting all other requirements. Additionally, a minimum of 24 credit hours of 300 and 400 level management course work must be completed at UB to be eligible for a BS in Business Administration. Please be aware that completion of the UB BS in Accounting requires that all upper-level requirements be completed at UB.

### **Degree Requirements**

1. Formal admission to the University as a matriculating student.
2. Acceptance to a major department.
3. Satisfactory completion of academic requirements:
  - a. Minimum of 120 semester hours, 30 of which must have been completed at this institution.

- b. Major department requirements.
- c. General Education Requirements
- d. College Writing Skills Requirement (ENG 101 & ENG 201 or ENG 102 & humanities course)
- e. Faculty requirement: All courses completed in major department with a minimum of 2.0 GPA in 300- and 400-level courses. A minimum of 24 credit hours at the 300-400 level must be completed at UB.

Transfer students who have completed a two-year degree in business administration should be especially attentive to this regulation.

- f. Minimum of 2.5 Overall , UB, and Transfer GPA for Business Administration majors and a minimum of 3.0 Overall, UB, and Transfer GPA for Accounting majors.
- g. AACSB requirement

4. Clearance of financial obligations and return of a library books. Diplomas and transcripts will not be released until financial obligations are met.

FREE ELECTIVES may be chosen from departmental courses, college courses, faculty courses, freshman seminars, independent study, etc.

#### Evaluation - Student

Eligibility for admission, graduation, retention, probation, and dismissal are determined by the Undergraduate Program Committee of the Faculty of the School of Management and by the Policy Committee of the Division of Undergraduate Education.

#### Evaluation - Faculty and Course (UBCATS)

Results of UBCATS are available in the Office of Graduate Academic Programs Administration, 203 Alfiero Center.

#### Exam Policy

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. Final exam schedules are 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.

#### Grading Procedures

In keeping with the University's desire to grant students the greatest possible flexibility in planning their program, the current grading system provides the following alternatives:

#### Explanation of Grades

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	Failed Grade 0.0
I	Incomplete
J	Reporting Error
N	No Credit (Audit)
R	Resigned officially by deadline date without academic penalty

S/U Satisfactory/Unsatisfactory grade is not computed in GPA.

SW/UW Satisfactory/Unsatisfactory- Written evaluation in the Records and Registration Office.

NOTE: A+ AND D- ARE NOT AVAILABLE GRADES. While the plus/minus grades are available, instructors are not obligated to use them.

#### Letter Grades

Letter grades carry respective quality points as noted above. Quality points are the weighted evaluation of the letter grades received. The Grade Point Average is computed by dividing quality points earned by credit hours attempted.

#### Grades of Incomplete

A grade of Incomplete ("I") may be given to a student who has not completed all of the assigned work in a course, if he or she has a passing average and there exists a well defined means by which the course requirements can be completed. The grade of "I" must be removed within a period of 12 months. At the time an "I" is given, the instructor must specify the *default* grade that the student will receive if no grade change is filed by the instructor before the expiration of the grace period. The default grade is the letter grade that the student will receive as a course grade if the additional work is not completed. Individual instructors may set shorter time limits for removing an Incomplete within the time limits specified. In all cases, an "I" grade must be removed before graduation.

The Office of Student Academic Records and Financial Services posts a date each *semester* by which all grades must be final for graduation in that semester. This date will be the date by which the -I- grade must be removed if the student plans to graduate that semester.

**THE STUDENT MUST NOT REGISTER FOR CREDIT IN COURSES FOR WHICH BE OR SHE HAS AN "I" (INCOMPLETE). If the instructor**



**is no longer here or teaching the course, please see an advisor.**

The student's grade report form and permanent record will list "I"/default grade until the "I" is made up and a final grade has been submitted by the instructor. If the "I" is not made up, instructions on the transcripts will indicate that the default grade is to be considered the final grade.

### **"J" Grade – Reporting Error**

1. Any error or misread grade on the grade report 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 no longer appear on grade report forms and transcripts as "F"; instead they shall appear as "J".
3. Every "J" grade 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. Appropriately modified removal of incomplete forms shall be used to remove the "J" grade.

### **"R" Grade Resignation**

The period during which a student may resign from a course without academic penalty is eleven weeks. The resignation period begins immediately after the one week drop/add period at the start of each semester. Students who are in one way or another unfit for a particular course should have some way of knowing that in sufficient time to resign without academic penalty.

### **"S/U" Grading**

- a) "S/U" grading is an option of the student and not that of the instructor
- b) Students must elect the "S/U" grading option during the drop/add period (approximately one week at the start of the semester).

- c) Students cannot elect "S/U" grading for any course that is required for, or is a prerequisite to, their major(s) or anticipated major(s)
- d) No more than 25% of a student's University at Buffalo credit can be graded "S/U".
- e) Students may recover the letter grade earned in a course graded "S/U" if that course is required for, or is a prerequisite to, a major) to which they have changed or if they can document that a graduate or professional school to which they have applied demands the letter grade earned. (Once removed, the letter grade will stand, i.e., student will not be able to change back to "S/U".)
- f) Students will be able to recover the letter grade earned for a period not to exceed two years following their graduation or the last date of attendance.
- g) Students will elect the "S/U" grading option by notifying the Student Response Center in 232 Capen on a form to be available in that office.
- h) Instructors will not be informed that students have elected the "S/U" option and must submit the letter grades the students earned on the Grade Collection form.
- i) Those students electing "S/U" will have the letter grade automatically converted to "S/U" via a computer operation at the end of the semester. Effective in fall 1989, and thereafter, "S/U" grades in undergraduate courses have the following equivalent letter grades:

S = A, A-, B+, B, B-, C+, C

U = C-, D+, D, F

Undergraduates who choose the "S/U" grading option and earn a letter grade of C-, D, or D+ may want to recover the letter grade in order to have the course credited toward the degree. In such a case, the student can, upon petition to the Vice-Provost of Undergraduate Academic Services, recover the letter grade earned and the credits.

### **"SW/UW"**

An "S" or a "U" with a written evaluation is filed at the Student Response Center (Capen Hall 232). Students wishing this option must conform to same procedure and deadline as that designated for "S/U". The request to the instructor for the written component may be made at any time before the end of the semester. Instructors are under no obligation to grant requests for written evaluation.

### **Change of Grade**

Changes from one letter grade to another must be initiated by the instructor utilizing a change of grade form, which is to be signed by the instructor and the department chairman.

### **Leave of Absence**

A student may request a leave of absence for a maximum of two semesters if in good standing (for example: financial obligations met, no disciplinary action, good academic standing). A leave of absence may be extended beyond two semesters if approved by the department. The last day to apply for a leave is the end of the eleventh week of classes.

College credit received at other institutions during the leave period will be evaluated as transfer credit. Official transcripts for completed work from other institutions must be submitted to the Office of Admissions within two weeks of your return to UB.

Students requesting leaves of absence are instructed to seek academic advisement prior to the leave period to assure proper course selection at the visited college or university.

### **Probation**

A student is automatically placed on probation in the School of Management and shall receive written notice following any semester in which he or she develops one or more of the following indications of unsatisfactory progress:

- 1) Prerequisite GPA below a 2.75\* for Business Administration majors and less than 3.0 for Accounting majors.
- 2) GPA of less than 2.5 for Business Administration majors and 3.0 for Accounting majors for course work completed at this University.
- 3) GPA of less than 2.0 in junior- and senior-level management courses.
- 4) For University Good Standing and Academic Probation information see <http://undergrad-catalog.buffalo.edu/policies/gradin-g/academicreview.shtml>.

The Retention Committee will consider termination from the department if the student does not demonstrate significant improvement and/or satisfactory progress.

\*Students unable to complete the seven prerequisite courses with a minimum GPA of 2.75 by the end of the sophomore year will be required to choose an alternative major. Accounting majors unable to achieve the 3.0 Overall, UB, Prerequisite and MGA 201-202 GPAs will be required to change to Business Administration if they meet the 2.75 and 2.5 minimum standards. Otherwise, a change of major outside of the School of Management will be required.

### Registration

For information regarding course schedules and registration, please refer to the following website: <http://sarfs.buffalo.edu/index.php>.

### Drop/Add Policy

1. New courses may be added by registered students during the add period only. Later adds will be authorized by the deans of the University-wide divisions only in cases where the student can bring documented proof that he or she, for technical reasons (computer error, hospitalization), was unable to add the course during the

period. Written permission by the instructor, also attesting to the student's attendance, must accompany such a request.

*Students will have until the end of the 6<sup>th</sup> day of classed to drop, and the end of the 7<sup>th</sup> day of classes to add.*

2. The period during which a student may resign from a course without academic penalty is approximately eleven weeks. Students who are in one way or another unfit for a particular course should have some way of knowing that in sufficient time to resign without academic penalty.

### Repeating Courses

*A student may repeat a given course for the major only once provided the department has approved the repeat.*

For courses outside of the School of Management, including courses such as ECO 181, 182, PSY 101, and MTH 131, please see the University Catalog for the policy (<http://undergrad-catalog.buffalo.edu/policies/grading/repeat.shtml>)

Students *may not* repeat courses in which they have a grade of incomplete.

### Policy as it Applies to Transfer Work

Students may repeat at UB courses they have taken elsewhere and may repeat at other institutions courses that they have taken at UB. For the repeat policy to be effective, transfer courses must be articulated with UB courses (consult <http://taurus.buffalo.edu/> for proper course selection). When a course first taken at UB is repeated at another institution for transfer credit, the student is still subject to the requirement policy on timely progress toward a degree which states that the cumulative GPA for courses taken at UB be 2.0 or higher. Courses taken at another institution *cannot* change the number of quality points earned at UB or, therefore, the GPA at UB.

### Financial Aid

In order to maintain full-time status for financial aid purposes, **students repeating a course should carry it in addition to 12 credit hours (full-time enrollment) for the semester in question.** Please be sure to inquire with the Financial Aid Advisors in Capen 232 or Norton 109 regarding any financial aid concerns.

### Resignation from Courses

Students may resign from courses up to approximately the first eleven weeks of classes for a given semester. All resignations will be indicated as officially resigned course by the notation "R" on all grade reports, transcripts, and other official University documents.

It is the students' responsibility to be aware of specific resignation dates.

### Special Options

#### Double Degrees

The double-degree program enables students to gain more than one degree from among the BA, BFA, BPS, and BS. Effective as of February 1996 graduation, 30 hours above the baccalaureate requirement must be completed for the second degree, and requirements for each degree must be satisfied. Students should consult an academic advisor for double-degree planning.

NOTE: Students wishing to use TAP awards are eligible for only eight semesters of assistance.

#### Joint Majors

A student may elect to work toward a joint major, combining the subjects of two departments as an area of concentration: geography and economics, philosophy and history, classics and political science, psychology and sociology, physics and mathematics are some possible combinations. Joint majors must be between departments leading to the same degree. For example, a student may not have a joint major between management (BS) and psychology (BA).

The chairman or appropriate faculty of each department concerned will

assist in planning a joint major. In arranging the program, the student must obtain a statement from both departments involved and gain the approval of his or her undergraduate advisor. In special cases, a student may arrange a program cutting across several departments, so that the program involves more than one faculty.

### **Double Majors**

A student must be admitted to and complete all the requirements for both departments. Both majors must lead to the same degree.

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# Chapter VI

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## General Information

### Financial Aid

Contact the Student Response Center in Capen 232 or Student Advising Services in Norton 109 to meet with a financial aid advisor (645-2450).

### Graduate Programs

Students who are interested in pursuing the MBA degree should contact the MBA Program Office for brochures and application forms or visit the MBA website (<http://www.mgt.buffalo.edu/mba>).

Materials for the Ph.D. program may be obtained by contacting the Office of Academic Programs Administration or visiting the Ph.D. website (<http://www.mgt.buffalo.edu/phd>).

Please see the MBA Handbook for information on the joint BS/MBA Program.

### Graduation

All students should make sure that their records and degree requirements maintained in the Office of Academic Programs Administration are up to date by periodic scheduled appointments with an undergraduate advisor. Students should file an APPLICATION FOR DEGREE on the HUB in a timely fashion. Failure to apply for degree by the deadline date will delay the official conferral of degree until the subsequent date of conferral.

#### *Conferral Date Degree Applications Due*

September - July 15

February - October 15

June - February 15

### 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 in the Program Office. The form must be completed and returned to 204 Alfiero Center for registration of the independent study.

### International Students

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

Students who have questions other than those which pertain to the BS Program should contact the Office of International Student Scholar Services in 210 Talbert Hall.

### Credit Bearing Internship Program (CBIP)

Field internship experiences complement academic training with a real world exposure to the operations of public, private, and not-for-profit organizations.

Student interns are assigned to work with project managers in sponsoring organizations on a variety of actual problems. The interns spend about 10 hours per week (150 total hours) at the internship site during an academic semester. Three academic credits per student are earned by the student after a satisfactory grade is recorded.

Internship experiences are administered through the Office of the CBIP in 308 Alfiero Center. See the CBIP website for more information and program requirements.

The internship search process is modeled on that of a job search. The program works with hundreds of sites in the Western New York area. These sites generate a large number of opportunities for students. Students review the postings, send their resume, interview, and choose their internship. The CBIP office is responsible for registering the students for credit as well as monitoring the entire internship

process. The school also has an Internship Advisory Committee that is composed of a faculty member from each of the school's departments.

Students are limited to 6 hours of internship credit. This limitation applies whether or not credit will be used for a management elective.

### Parking

Students need to obtain a hang tag parking permit to park on campus between the hours of 7:00 a.m. and 3:00 p.m. They may park in lots which 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.

### Residency Requirement

"Students are required to earn a minimum of 24 credit hours of management courses at the 300 and 400 levels offered by the School of Management at the University at Buffalo; if more than 15 management credit hours have been waived, students must take additional undergraduate management courses." The University's residency requirement is 30 credit hours.

### 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 Academic Program 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 Course Work**

Summer course work is *not* required. However, a student may register for summer sessions as follows:

- Any six-week session
- 8 credit hours maximum;
- Session I and III
- 14 credit hours maximum.

### **Time Limit of Prior Business Administration Course Work**

If a student leaves the University for ten (10) or more years, during which he or she has not registered for any University courses, and is later re-admitted to the University, none of the 300- or 400-level management courses taken during the earlier period of matriculation shall be permitted to count toward the graduation requirements of the Management program. If a student re-enters the University after an absence of less than ten years, courses that are more than ten years old will be individually evaluated for waiver credit toward the degree. Upper division electives in the area of the course for which waiver is sought, if completed within ten years of re-entry, will serve as a basis for waiving a required course that was taken more than ten years earlier.

### **Transcripts**

Official transcripts of student records are sent directly to employers and other institutions by Office of Student Academic Records and Financial Services at the student's request. Transcripts cannot be sent for any student whose financial obligations to the University have not been met.

<http://registrar.buffalo.edu/transcripts/index.php>

### **Procedure for Submitting A Waiver Petition**

Complete the form and return it to 204 Alfiero Center with a course syllabus and a record of the grade earned in the course. The form will be reviewed by the appropriate department for equivalency and one of the following actions will be taken:

- A. Approved.
- B. Denied. (If equivalency is not granted, free-elective credit will be allowed.)
- C. Examination required. (In some cases an oral or written examination may be required. The student is responsible for making arrangements with the appropriate department for the examination.)
- D. Other requirements as established by the department in individual cases.

***PLEASE BE AWARE THAT APPROVAL FOR 300 AND 400 LEVEL MANAGEMENT COURSES FROM OTHER SCHOOLS IS VERY RARE AND DECISIONS ARE MADE BY THE INDIVIDUAL DEPARTMENTS.***

### **Tuition Assistance Program (TAP)**

Students who are New York State residents are eligible for participation in the Tuition Assistance Program (TAP.) Depending on family income, the awards may cover up to full tuition. Additional information regarding financial aid may be found at the following website:

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

## **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 graduates is restricted to those

graduating in the upper 10 percent of their class.

### **Graduation Award**

Adriana Ilyse Thaler Award is awarded each year to an outstanding senior completing a concentration in marketing. The award was established by the Thaler Family in memory of Ms. Thaler who was a 1991 graduate of the program.

### **Dean's List**

Students earning a GPA of 3.6 or better in completing 15 semester hours (12 of which are letter-graded) in a semester are eligible for recognition on the Dean's List for that semester.

### **Latin Honors**

Students earning baccalaureate degrees are eligible to receive Latin honors based on their UB cumulative GPA on the following scale:

Average (based on 4.0 = A)

3.20 cum laude

3.50 magna cum laude

3.75 summa cum laude

To qualify for Latin honors, students must present a minimum of 60 credit hours of UB undergraduate coursework, at least 54 of which must be graded credits (i.e., not satisfactory or unsatisfactory [grades of 'S' or 'U']).

Latin Honors are printed on diplomas.

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# Chapter VII

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## Academic Integrity

### 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 following procedures. These procedures assume that many questions of academic dishonesty will be resolved through consultation between the student and the instructor (a process known as consultative resolution, as explained below).

It is recommended that the instructor and student each consult with the department chair, school or college dean, or the Office of the Vice Provost of Undergraduate Education if there are any questions regarding these procedures.

### Examples of Academic Dishonesty

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

- **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.
- **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.
- **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.
- **Misrepresentation of documents.** Forgery, alteration, or misuse of any University or Official document, record, or instrument of identification.
- **Confidential academic materials.** Procurement, distribution or acceptance of examinations or laboratory results without prior and expressed consent of the instructor.
- **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.
- **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, then within 10 academic days<sup>1</sup> of discovery of the alleged incident 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.

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<sup>1</sup> 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 consulting the student directly.

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.** Provide 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.** Require 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.** Reduce the student's grade with respect to the particular assignment/exam or final grade in the course.
4. **Failure in the Course.** Fail the student in the course, to be indicated on the transcript by a grade of "F" without comment or further notation.
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 Vice Provost levels).

- **Failure in the Course with Citation of Academic Dishonesty:** A grade of "F" for the course is recorded on the student's transcript with the additional notation that the grade of "F" was assigned for reason of academic dishonesty. Only the Vice Provost of Undergraduate Education or his or her designee may impose this sanction.
- **Suspension from the University:** The student is suspended for a definite term upon stated conditions. Only the University President or his/her designee may suspend

a student from the University.

- **Expulsion from the University:** The student is expelled, 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 Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> of the date of the consultation meeting. This statement of decision shall be included in the student's confidential file maintained in the Office of the Vice Provost of Undergraduate Education. 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 consultative resolution, Step 2.6), departmental level procedures are required, and shall be initiated within 10 academic days<sup>1</sup> 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<sup>1</sup> 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<sup>1</sup> 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 Vice Provost of Undergraduate Education of his or her decision within 20 academic days<sup>1</sup> 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<sup>1</sup> of the date the department office received the request for initiation of departmental proceedings.

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. In no such case shall the advisor be an attorney, unless he or she is a member of the UB faculty who is not acting in a legal capacity on behalf of a principal. An advisor may not speak on behalf of or advocate for a principal or otherwise address members of the hearing committee.

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.

The Departmental Adjudication Committee shall provide the department chair with a written

statement of recommendations and reasons for recommendations within 10 academic days<sup>1</sup> of the final meeting of the committee. Recommendations may include:

- **Findings Overturned.** A finding that no academic dishonesty took place and that no sanctions should be imposed.
- **Findings Sustained.** A finding that academic dishonesty occurred, and the committee is in agreement with the sanction(s) previously imposed or recommended.
- **Finding of Different Sanction.** A 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 Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> of 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 a statement of recommendations to the Vice Provost of Undergraduate Education, 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<sup>1</sup> 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<sup>1</sup> 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<sup>1</sup> 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 Vice Provost of Undergraduate Education of his or her decision within 20 academic days<sup>1</sup> 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<sup>1</sup> 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<sup>1</sup> of the date that the academic dean received the request for initiation of decanal level proceedings.

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. In no such case shall the advisor be an attorney, unless he or she is a member of the UB faculty who is not acting in a legal capacity on behalf of a principal. An advisor may not speak on behalf of or advocate for a

principal or otherwise address members of the hearing committee.

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.

The Decanal Adjudication Committee shall provide the academic dean with a written statement of recommendations and reasons for recommendations within 10 academic days<sup>1</sup> of the final meeting of the committee. Recommendations may include:

- **Findings Overturned.** A finding that no academic dishonesty took place and that no sanctions should be imposed.
- **Findings Sustained.** A finding that academic dishonesty occurred, and the committee is in agreement with the sanction(s) previously imposed or recommended.
- **Finding of Different Sanction.** A 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 Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> of 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 the statement of recommendations to the Vice Provost of Undergraduate Education, 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), Vice Provostal level procedures are required, and shall be initiated within 10 academic days<sup>1</sup> of the Vice Provost of Undergraduate Education'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 Vice Provost of Undergraduate Education no later than 10 academic days<sup>1</sup> after the academic dean has notified the student of his or her decision.

## Vice Provost Level Procedures

### Step 1

The instructor and student have no more than 10 academic days<sup>1</sup> following the filing of the request for the initiation of Vice Provostal level proceedings to deliver evidentiary materials to the Vice Provost of Undergraduate Education. The instructor and student shall each provide the Vice Provost 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 Vice Provost of Undergraduate Education does not deem it necessary to consider further the circumstances of the case, the Vice Provost 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<sup>1</sup> 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 Vice Provost of Undergraduate Education will pursue appropriate steps to implement or seek implementation of such sanction(s).

Alternatively, if the Vice Provost of Undergraduate Education deems it necessary to consider further the circumstances of the case, he or she shall convene the Vice Provostal Adjudication Committee within 20 academic days<sup>1</sup> of the date on which the Vice Provost received the request

for initiation of Vice Provostal level proceedings.

The Vice Provost shall convey all evidentiary materials to the Vice Provostal 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 Vice Provostal 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. In no such case shall the advisor be an attorney, unless he or she is a member of the UB faculty who is not acting in a legal capacity on behalf of a principal. An advisor may not speak on behalf of or advocate for a principal or otherwise address members of the hearing committee.

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 Vice Provostal 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.

The Vice Provostal Adjudication Committee shall provide the Vice Provost of Undergraduate Education with a written statement of recommendations and reasons for recommendations within 10 academic days<sup>1</sup> of the final meeting of the committee. Recommendations may include:

- **Findings Overturned.** A finding that no academic dishonesty took place and that no sanctions should be imposed.
- **Findings Sustained.** A finding that academic dishonesty occurred, and the committee is in agreement with the sanction(s) previously imposed or recommended.
- **Finding of Different Sanction.** A 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 Vice Provost of Undergraduate Education considers the committee's findings and recommendations and renders a final decision. The Vice Provost'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<sup>1</sup> of receiving the Vice Provostal Adjudication Committee's statement of recommendations.

The Vice Provost 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 in the confidential file located in and

maintained by the Office of the Vice Provost. The student shall have access to this file.

### University Sanctions

If the sanction(s) imposed at the Vice Provostal 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<sup>1</sup> following the Vice Provost's decision in the matter.

### No Right to Further Appeal

The decision of the Vice Provost of Undergraduate Education is final, and no further appeal is available.

Note: <sup>1</sup> Academic days are defined as weekdays when classes are in session, not including the summer sessions.

[Appendices to the Academic Integrity Policy Regarding Committee Membership and Confidentiality of Proceedings](#)

## Academic Grievance Policy and Procedures for Undergraduate Students

It is an objective of the University at Buffalo to encourage the prompt consultative resolution of grievances of undergraduate 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 undergraduate

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 undergraduate students. While recognizing and affirming the established principle that academic judgments and determinations are to be reached solely by academic professionals, it is the university'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

**Definition.** A grievance shall include, but is not restricted to, a complaint by an undergraduate student:

- that he or she has been subjected to a violation, misinterpretation, or inequitable application of any of the regulations of the university, college or school, or department;
- or
- 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

undergraduate students at the University at Buffalo.

**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 Vice Provost of Undergraduate Education 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 a student advocate (available through the Office of Judicial Affairs), his or her advisor, department chair, or director of undergraduate 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 Departmental Grievance Committee 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 undergraduate 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<sup>1</sup> 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 Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> 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<sup>1</sup> 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. In no such case shall the advisor be an attorney, unless he or she is a member of the UB

faculty who is not acting in a legal capacity on behalf of a principal. An advisor may not speak on behalf of or advocate for a principal or otherwise address members of the hearing committee. Hearing(s) shall be conducted in confidence.

#### **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<sup>1</sup> 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 Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> 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 Vice Provost of Undergraduate Education.

## **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<sup>1</sup> 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 Vice Provostal 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 Vice Provost of Undergraduate Education within 20 academic days<sup>1</sup> 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<sup>1</sup> of receipt of the appeal. The Decanal Grievance Committee shall include two faculty members and two undergraduate 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.

#### **Step 3**

The cognizant dean shall give the Decanal Grievance Committee and each principal a copy of the Academic Grievance Policy and Procedures for undergraduate 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. In no such case shall the advisor be an attorney, unless he or she is a member of the UB faculty who is not acting in a legal capacity on behalf of a principal. An advisor may not speak on behalf of or advocate

for a principal or otherwise address members of the hearing committee. Hearing(s) shall be conducted in confidence.

### **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<sup>1</sup> 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 Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> 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 Vice Provost of Undergraduate Education.

## **III. Vice Provost Level Appeal**

On rare occasions, when all established procedures within a college or school have been exhausted, it may be appropriate for the Vice Provost of Undergraduate Education to consider a final university appeal. In general, the Vice Provost of Undergraduate Education 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 Policies of the SUNY Board of Trustees, or policies of the University at Buffalo. In general, the Vice Provost of Undergraduate Education 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<sup>1</sup> of receipt of the statement of decision. The appeal shall be filed with the Vice Provost of Undergraduate Education.

### **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 Vice Provost of Undergraduate Education does not find that the statement of appeal provides reasonable grounds to appeal nor raises doubt concerning the adequacy of prior review, the Vice Provost of Undergraduate Education may issue a formal decision regarding the appeal. In such a case, the Vice Provost of Undergraduate Education will submit a statement of decision to the principals (via certified, return receipt mail), the department chair, and cognizant dean within 20 academic days<sup>1</sup> of receipt of the appeal.

Alternatively, if the Vice Provost of Undergraduate Education deems it necessary or appropriate to consider further the circumstances of the appeal, he or she shall convene a Vice Provostal Grievance Committee within 20 academic days<sup>1</sup> of receipt of the appeal.

### **Step 3**

The Vice Provost of Undergraduate Education shall give the Vice Provostal 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 Vice Provostal levels, any supplemental materials and statements, and all documentation and recommendations from the departmental and decanal proceedings. The Vice Provost of Undergraduate Education will notify principals at least 72 hours prior to the hearing.

### **Step 4**

The Vice Provostal 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 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. In no such case shall the advisor be an attorney, unless he or she is a member of the UB faculty who is not acting in a legal capacity on behalf of a principal. An advisor may not speak on behalf of or advocate for a principal or otherwise address members of the hearing committee. Hearing(s) shall be conducted in confidence.

### **Step 5**

The Vice Provostal Grievance Committee shall submit its letter of recommendations, including findings and reasons for recommendations, to the Vice Provost of Undergraduate Education within 10 academic days<sup>1</sup> after the final meeting of the committee.

### **Step 6**

The Vice Provost of Undergraduate Education shall consider the committee's findings and recommendations and render a final university decision/determination. The Vice Provost'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<sup>1</sup> from receiving the Vice Provostal Grievance Committee's written recommendations.

The determination/decision of the Vice Provost of Undergraduate Education 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 Office of the Vice Provost of Undergraduate Education.

Notes: <sup>1</sup> Academic days are defined as weekdays when classes are in session, not including the summer sessions.

[Appendices to the Academic Grievance Policy Regarding Committee Membership and Confidentiality of Proceedings](#)



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# Chapter VIII

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## *Waiver Policies*

### **Residency Requirement**

"Students are required to earn a minimum of 24 credit hours of management courses at the 300 and 400 levels offered by the School of Management at the University at Buffalo. If more than 15 management credit hours have been waived, students must take additional undergraduate management courses." The university requires a minimum of 30 credit hours to be completed at UB.

These courses will be considered for equivalency through petition only:

### **MGQ 201**

In order to receive a waiver of MGQ 201, a student must present evidence to the School of Management that he or she has completed at least one course in statistics and has formal coursework or experience involving a spreadsheet program.

### **MGA 201 and 202**

Two semesters of financial and managerial accounting from a two-year community college or an accredited four-year college with equivalent coverage.

### **MGA306**

Petition to the department. The student is normally required to take a waiver examination. Waivers without examinations are considered only when comparable courses are taken at an upper-division level from an accredited four year college.

NOTE: MGA 306 is an elective for non accounting students and is not part of the Accounting Major.

### **MGA 301, 302, 311, 314, 401, 402, 403, 404, 410, 415**

Waivers are usually not approved. In general, the Accounting faculty will consider the waiver of only one accounting course throughout the entire program and to be considered

the course must be from a four-year AACSB school.

### **MGB 301**

Two similar courses with same content from a two-year school with a "B" average. One similar course with the same content of 3 credit hours from an accredited four-year school with a grade of "B" or better. (Introduction to psychology, sociology, or management courses are not similar in content to MGB 301.)

### **MGF 301**

Two similar courses with the same content from a two-year school with a "B" average. One similar course with the same content of 3 credit hours from an accredited four-year school with a grade of "B" or better.

### **MGE 302**

Economics 405 and 407 at The University at Buffalo with "B" or better grades in both courses. Four courses at an equivalent four year institution (two lower-division and two upper division micro- and macroeconomics). A grade of "B" or better is required in both upper-level courses.

### **MGI 301**

Prior course work must include coverage of labor economics, labor relations, and human resource management. Course must have been completed within the past three years at an accredited four-year school with a grade of "B" or better.

### **MGM 301**

One full semester marketing course with the same content and with a grade of "B" or better, within the last two academic years, from an AACSB accredited four-year school. Alternatively, two full semester marketing courses with the same content with grades of "B" or better, within the last two academic years, from a two year school.

Under exceptional circumstances, students not meeting the above requirements may be required to take a waiver exam.

### **MGQ 301**

Two courses, with a "B" or better grade in each course, which include the following components: introductory statistics, probability theory, hypothesis testing including Chi Square, "t" and F tests, multiple regression, and analysis of variance.

### **MGS 351**

One full semester introduction to MIS course with a grade of "B" or better within the last two academic years from an accredited four-year school. Alternatively, two full semester MIS courses with the same content with grades of "B" or better from a two-year school. The following components are critical: knowledge of a spreadsheet (such as EXCEL) and knowledge of a database (ACCESS) as well as MIS concepts.

### **MGO 403**

MGS 403 is the SOM capstone course. Waivers are not permitted.

### **MGT 401**

Public Policy, Law and Management - Business Law I and II with the same content and "B" grades from a two-year school usually waives MGT 401. Students having completed an upper-level course in Legal Environment of Management or Business Law with the same content and minimum grade of "B" from a four-year accredited institution may also apply granted a waiver for MGT 401.

### **MGT 403 & 404**

Waivers not permitted.

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# Chapter IX

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## *Prerequisites*

All prerequisites must be completed prior to a student's commencing a course. The school may exception drop any registration where the prerequisites have not been completed.

<http://mgt.buffalo.edu/programs/undergrad/prerequisite>

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# STATE UNIVERSITY OF NEW YORK AT BUFFALO

## POLICIES GOVERNING NON-DISCRIMINATION

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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.



**Each year, the School of Management Alumni Association (SOMAA) awards a full-tuition two-year scholarship to an incoming MBA student. In addition, SOMAA is very actively involved in the academic and social life of School of Management students.**

### **Student Benefits & Opportunities**

As a student in the UB School of Management, you have access to the wealth of experience of thousands of UB graduates throughout the world and over 30,000 School of Management Alums!

### **School of Management Graduates are Wonderful!**

Through strong relationships with faculty and staff and the SOM Alumni Association, School of Management graduates support the school and you, current students, in so many ways.

- **We love when students contact us.** Use the CRC's Telementor program or the Alumni Association database.
- **In-class presentations by alumni.**
- **Network Buffalo and Network New York** – the CRC will notify you of these great student-alumni networking events
- **Job postings/campus recruiting** – many, many alumni recruit our graduates for jobs after graduation
- **Through our Student Champion Program, the Alumni Association pays for a limited number of students to attend the following events:** (The CRC posts these opportunities for us.)
  - **Annual Awards Banquet**
  - **Smart Business Practices Seminar**
  - **Wine Tasting Dinner**
  - **Other events**
- **Annual Board Meeting during MBA Advantage** – network with members of our Board of Directors during your January MBA Advantage program

**More than anything, alumni of the SOM like to give back to the School by interacting with you, current students. You actually help the school by interacting with alumni!**

### **Member Benefits & Opportunities**

Once you graduate, you can become a member of the UB SOM Alumni Association (SOMAA). Membership offers a lifelong affinity with your alma mater, provides you with valuable benefits, and supports our efforts at the School of Management. Additionally, as a SOMAA member, you automatically receive membership in the university-wide alumni association, UBAA, and enjoy all of the benefits of joint membership.

## **Benefits and Opportunities**

- **On-line Alumni Database** ([www.mgt.buffalo.edu/alumni](http://www.mgt.buffalo.edu/alumni))  
SOMAA members can access the business names and addresses of ALL SOM alumni.
- **Connect with UB Alumni!**  
Connect with UB Alumni around the world through UBAA alumni networks. As a member of both the SOMAA and UBAA, you have the opportunity to participate in all UBAA Chapter events throughout the US and in international chapters.
- **Student Interaction**  
Influence a future business professional by becoming involved with a wide variety of professional development and networking events involving students.
- **Free Lifetime E-mail**  
SOMAA offers all SOM Alumni FREE web-based email.
- **Post job openings for UB Alumni and for new graduates**
- **Buffalo Business Magazine**  
Members receive the award-winning Buffalo Business magazine published semi-annually, exclusively for School of Management Alumni.
- **Many and varied UB Alumni Association benefits** (see our website for full listing of benefits)
- **Discounted registration fees to alumni events**
- **Merchandise Discounts from Campus Tees and Snacks**

## **Becoming a Member of SOMAA**

**When you graduate**, the SOMAA offers a lifelong affinity with your alma mater, provides you with valuable benefits, and supports our efforts at the School of Management, and School of Management graduates everywhere. Remember, as a member of the SOMAA you are also a member of the UB Alumni Association. New graduates received a discounted membership rate. After that, current membership fees are just \$50 per year - - well worth it!!

For more information:

*School of Management Alumni Office  
150 Jacobs Management Center*

*Email: [mgt-alumni@buffalo.edu](mailto:mgt-alumni@buffalo.edu) or visit [www.buffalo.edu/alumni](http://www.buffalo.edu/alumni)*