

# College of Business (MBA)

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**Associate Dean:** Manuel London, Harriman Hall, (631) 632-7159

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**Office of Student Services:** Harriman Hall Room 102, (631) 632-7171

**Website:** <http://stonybrook.edu/business>

**Advanced Graduate Certificates awarded:** Health Care Management, Human Resources Management, Information Systems Management

**Degrees awarded:** M.B.A., M.S. in Technology Management (in Korea)

In today's world of constant change and extraordinary opportunity, the need for business education has never been greater. The M.B.A. degree program is taught by senior Stony Brook faculty with decades of experience. They are complemented by key executives recruited as visiting professors from throughout the tri-state region—industry leaders who have built stellar careers in today's global business world.

Our students participate in a vibrant learning environment where they gain the knowledge, skills, and insights necessary to manage complex organizations. Our dedicated faculty have both academic and business experience, and teach not only the broad principles of management, finance, and marketing but also the more intangible aspects of leadership, communications, and business strategy.

The College of Business offers flexible full- and part-time programs with day, evening, and Saturday courses at the main campus in Stony Brook, Long Island, located 60 miles east of New York City. Some courses for the M.B.A. program are also offered at the Manhattan location, situated at the crossroads of the business world at Park Avenue South and East 28th Street. Beyond these two locations, programs extend to the far corners of the globe as a result of relationships with business schools overseas.

Full-time students are encouraged to spend a summer session or a semester in the study abroad program to learn about business in Africa, China, Europe, India, Korea, or the Middle East. These experiences provide students with a competitive edge in the job market as businesses increasingly look for employees with overseas experience. Today most businesses are global in nature, whether they are multinational corporations or small local businesses with overseas suppliers, customers, or a diverse international workforce.

## M.B.A. Program

By focusing on analytical, managerial, strategic, and technical processes and

outcomes critical to success in a broad spectrum of industries, Stony Brook University's M.B.A. program helps students recognize ways in which they can add value to their firms and advance their careers.

### Program Description

Stony Brook offers a flexible M.B.A. program:

#### Full-time M.B.A.

This 60-credit program is completed over a two-year period. **Sudents in the 60-credit program are required to complete an internship.** Opportunities for internships and study abroad take place at one of our partner business schools in Africa, China, Europe, India, and the Middle East.

#### Part-time M.B.A.

Offering a flexible evening and Saturday course schedule to accommodate work schedules, this program can be completed between two and five years. We also offer convenient summer courses, weekday evenings, and Saturdays.

#### 48-Credit M.B.A.

A 48-credit program for students with five or more years of post-bachelor's business experience or advanced degrees beyond the bachelor's.

### Combined Degree Programs

#### Combined BA/BS/BE + MBA

**A 60-credit honors program for undergraduate students, this program permits students to take 30 graduate credits during the last year and a half at Stony Brook. In their fifth year, students go directly into the second year of the MBA program for the final 30 credits of the MBA. Students have opportunities for a summer study abroad and an intership.**

#### Combined MS/MBA in Mechanical Engineering

#### Combined MS/MBA in Computer Science

#### Combined MS/MBA in Biomedical Engineering

#### Combined MA/MBA in Public Policy

#### Combined MS/MBA in Public Health

### Core Courses

Our core courses cover a broad range of topics in the first year, including finance, accounting, marketing, leadership, team building, communications, decision-making, economics, innovation, ethics, law, operations research and organizational behavior. In the second year, students focus on an area of concentration such as information management, finance, marketing, human resources, health system management, or general management. Students also engage in an industry project in the second year to get hands-on experience in applying the knowledge from the classroom to the business world. Finally, students take a capstone course in business strategy.

### Concentrations

Students begin to take elective courses in the spring semester of the first year and take the majority of their courses as electives in the second year. Students may choose to concentrate in:

- finance
- general management
- health systems management
- human resources
- information systems management
- marketing

### Superior Teaching in a Nurturing Learning Environment

The Stony Brook program prides itself on its superior teaching and its dedication to working with each student to develop his or her business and managerial skills. We seek to bridge the gap between theory and practice by selecting faculty members who can clearly communicate the practical benefits of managerial knowledge.

### M.B.A. Curriculum

The M.B.A. curriculum for the 60-credit program is comprised of 18 three-credit courses plus a six-credit group project. The 18 courses include 11 required core courses plus seven electives. Four of the seven elective courses must be taken

in a student's field of concentration, such as finance, general management, health systems management, human resources, information systems management, or marketing. Full-time students typically complete an internship or foreign study during the summer between the first two years.

Students within the M.B.A. program may also earn a New York State Advanced Graduate Certificate in Finance, Health Care Management, Human Resources, or Information Systems Management.

#### Sample Schedule for 60-credit Program

##### First Year

###### Fall Semester

MBA 589 Operations Management

MBA 506 Leadership/Team

Effectiveness/Communications

MBA 504 Financial Accounting

MBA 505 Marketing

MBA 502 Finance

###### Spring Semester

MBA 501 Managerial Economics

MBA 503 Data Analysis and Decision

Making

MBA 511 Technological Innovations

MBA 507 Ethics and Law

Elective

###### Summer

Study abroad/internship (usually completed in the summer)

##### Second Year

###### Fall Semester

MBA 592 Organizational Behavior

MBA 521/522 Industry Project (six credits)

Elective

Elective

###### Spring Semester

MBA 512 Business Planning and

Strategic Management (capstone course)

Elective

Elective

Elective

Elective

#### 48 credit Curriculum

MBA 501 Managerial Economics

MBA 503 Data Analysis and Decision

Making

MBA 504 Financial Accounting

MBA 505 Marketing

MBA 502 Finance

MBA 506 Leadership/Team

Effectiveness/Communication

MBA 512 Business Planning and

Strategic Management

MBA 511 Technological Innovations

MBA 589 Operations Management

MBA 507 Ethics and Law

MBA 521 Industry Project

MBA 592 Organizational Behavior

Elective

Elective

Elective

Elective

### Admission to the M.B.A. Programs

The College of Business is designed for ambitious and able students who are capable of applying what they learn toward the solutions of organizational problems. Each student is asked to forward with the application a statement of career objectives and the way in which he or she expects to realize these objectives through the program.

Students must satisfy the following admissions requirements in addition to the minimum requirements of the Graduate School:

A. A bachelor's degree with a minimum grade point average of 3.0. In exceptional cases, students not meeting this requirement may be admitted on a conditional basis.

B. Aptitude for quantitative analysis, demonstrated through previous coursework, standardized tests, or practical experience. All applicants must have successfully completed an introductory calculus course (MAT 123 or equivalent) with a grade of C or higher.

C. Submission of Graduate Management Admission Test (GMAT) scores (preferred), or Graduate Record Examination (GRE) General Test scores.

D. Three letters of recommendation, one of which, if possible, should be from a professional working in a private company or public agency who is capable of evaluating the applicant's motivation and potential. The three letters of recommendation should also include at least one from a college faculty member, counselor, or administrator.

E. Acceptance by both the College of Business and the Graduate School.

#### F. \$70 application fee.

Although not required, examples of an applicant's creative work will be considered. These might include project reports or published articles.

Admission is available for both the fall and spring semesters. Applications for the fall semester should be submitted by April 15 and for the spring semester by October 1. Earlier submissions are encouraged. Applications are reviewed

on a rolling basis, and if seats are available, applicants will be considered after the application deadlines. All MBA applications are submitted online through the following website: <https://app.applyyourself.com/?id=sunysb-gs>. You can find more information on the College of Business by visiting our website at:

[www.stonybrook.edu/business](http://www.stonybrook.edu/business) or by writing to:

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### Certificate Programs

The Advanced Graduate Certificate programs described below are open to M.B.A. students or other graduate students at Stony Brook. Students who meet the M.B.A. degree admissions requirements of the College of Business may also apply the certificate credits toward the M.B.A. degree. Students must declare their decision to matriculate into a master's program after the completion of no more than 12 credits. In addition, these programs are open to non-matriculated students who wish to earn an Advanced Graduate Certificate without completing an M.B.A. degree. Note that, although it is a valuable academic credential, an Advanced Graduate Certificate is not a degree.

#### Certificate Program in Human Resource Management

The Advanced Graduate Certificate in Human Resource Management is a program for employee training professionals, human resources/personnel managers, labor relations specialists, and union representatives, and private- and public-sector managers. The program, leading to the New York State Advanced Certificate in Human Resource Management, requires a bachelor's degree from an accredited college. This program is administered by the School of Professional Development. For more information and to apply, please refer to the following Web site: <http://ws.cc.sunysb.edu/spd/graduate/hrm.html>

### Certificate Program in Information Systems Management

The Advanced Graduate Certificate Program in Information Systems Management (ISM) is a graduate professional development program that provides an educational opportunity to combine management education with technical training in specific areas related to information systems management. Directed toward career enhancement of new professionals, as well as toward advancement of experienced professionals, the program offers both a full-time and a part-time option. Certificate program students must complete the program within a three-year period. For more information and to apply, please refer to the following Web site: <http://ws.cc.sunysb.edu/spd/graduate/ism.html>

### Certificate Program in Health Care Management

The Advanced Graduate Certificate Program in Health Care Management is a professional development program intended for health practitioners who require management training and for managers who require specific training in the health-care field. It offers participants a comprehensive understanding of health care and management and helps them to develop the analytical capabilities to be effective managers. The Advanced Certificate Program in Health Care Management is a joint program of the School of Health Technology and Management and the College of Business.

The program is designed to meet the needs of working professionals who are part-time students and full-time graduate students at the University. Many courses are offered in the late afternoon or early evening. Certificate program students are required to complete the program within a three-year period. Graduate students who pursue either the Master of Science in Health Sciences in the School of Health Technology and Management or the M.B.A. in the College of Business may obtain the certificate as they earn credits toward graduation. For more information and to apply, please refer to the following Web site: <http://www.hsc.stonybrook.edu/shtm/programs/hcpm/hcpm.html>

### Research

Faculty members in the College of Business are strongly committed to

teaching and fostering working relationships with students inside and outside the classroom, while maintaining their involvement in research.

In their research, Business professors examine complex issues and problems confronting today's managers and decision makers. They analyze businesses and other institutions as well as the economic, regulatory, and technological forces underlying decision-making processes and ongoing changes within these organizations. They keep close contact not only with other researchers in the United States and abroad, but also with regional, national, and international businesses by conducting applied research projects and working as consultants.

Students at the College of Business benefit from this high-caliber research in several ways. Faculty members often revise and develop new course materials to incorporate current research into their teaching and instruction. Exposing students to the latest knowledge and management skills best prepares them for future challenges and, at the same time, makes the classroom experience dynamic and stimulating. Business students work closely with professors, and all students are invited to participate in seminars conducted by the school's researchers.

The school houses centers for Human Resource Management, Health Services Research Management, Information Systems Management, and Small Business Development. Quality research conducted by the centers contributes significantly to the College's academic programs. In addition, the centers' applied and interdisciplinary research promotes valuable interactions with industry, government, and nonprofit organizations and provides hands-on experience to students.

### Computing Services

The College of Business computing facility contains 20 networked personal computers that have high-speed connections to the outside world and a high-speed laser printer. Each computer has full Internet access to e-mail, Internet utilities, and Web servers and is equipped with the Microsoft Office suite of programs, plus software for expert systems, management science, statistical analysis, and other management applications. Via the network, students can access the campus IBM and VAX systems as well as the

online library catalog. Students may access their own administrative records online, check course schedules for upcoming semesters, and view calendars for campus events.

### Faculty

#### Interim Dean

McDonnell, Joseph W., *Interim Dean of the College of Business*, Ph.D., 1978, University of Southern California: **Leadership**; corporate communications; crisis management; entrepreneurship.

#### Associate Dean

London, Manuel, also *Director of the Center for Human Resource Management*, Ph.D., 1974, Ohio State University: Performance management programs; training and development; team learning.

#### Professors

Kamins, Michael A., Ph.D., 1984, New York University: Marketing.

Laskowski, Richard, Ed.D., 1982, St. Johns University: Sports management; introduction to business.

Sexton, Thomas R., *Co-director of Health Services Research and Management Unit*, Ph.D., 1979, Stony Brook University: Health-care delivery systems; efficiency analysis; statistics.

Skorin-Kapov, Jadranka, Ph.D., 1987, University of British Columbia, Canada, **Ph.D., 2007 Stony Brook University**: Management information systems; operations research; artificial intelligence.

Wolf, Gerrit, Ph.D., 1967, Cornell University: Entrepreneurship; organizational behavior; human resource management; international management.

#### Associate Professors

Casey, Jeff T., Ph.D., 1986, University of Wisconsin-Madison: Psychology/organizational behavior; negotiation and conflict resolution; human resource management; business strategy.

#### Assistant Professors

Holod, Dmytro, Ph.D., 2005, University of Kentucky: Economics; banking and financial intermediation; financial markets and institutions; monetary policy; economic growth.

**Connell, Paul M., Ph.D., 2008, University of Arizona: Marketing; Consumer Psychology related to identity, attitudes and behavior and public policy.**

#### Lecturers

Allocca, Carl, *Director of Undergraduate Studies*. M.S.T., C.P.A., Long Island University: Public and private accounting; auditing; taxation; internal control; systems development.

Clark, Robert, M.S., Stony Brook University: Operations management; management science; entrepreneurship.

Ettl, Robert., M.B.A., Iona College; M.C.A., New York Institute of Technology; M.B.A., Penn State: Marketing; strategic planning; government relations; public relations.

Lekacos, Aristotle T., M.S., Polytechnic Institute of New York: Information systems; business strategy; entrepreneurship; innovation; simulations.

Nugent, Michael, M.B.A., Dowling College: Financial engineering; derivatives; international finance; capital markets and institutions; foreign exchange markets; investment analysis; corporate finance; business strategy.

Palermo, Mark R., J.D., Hofstra University School of Law; M.B.A., Adelphi University: Finance; strategy; economics; law; general business.

### Adjunct Faculty

Aguayo, Rafael, M.B.A., Finance and International Business.

Andrade, Arturo, M.S., Management and Policy and Certificate in Information Systems.

Abbruscato, Camille, M.B.A., Marketing Research and Marketing Strategy.

Atalay, Selim, M.I.P.P., S.A.I.S., International Management.

Blackburn, Michael, M.B.A., Business.

Bohrer, Nat, M.P.P., Risk Arbitrage, Security Analysis, Capital Structure Arbitrage.

Calvo, William, Ph.D., Statistics and New Product Development.

de Onis, Luis, M.S., Management and Policy and Certificate in Labor Management.

Delgaizo, Edward, Ph.D., Human Resources.

Gatteau, Richard, Ph.D., Administration and Supervision.

Infantino, Anthony, M.B.A., Management.

Kerr, Daniel, Ph.D., C.P.A., Accounting & Auditing.

Kretschmann, Carla, M.A., Business Management.

Levanti, Gary, M.B.A., Marketing.

Levine, Richard, M.B.A., Leadership.

McFadden, Edward, M.A.

Menton, Arthur, M.M.E., Marketing.

Meiselas, Robert, C.P.A., Finance and Accounting.

Mone, Edward, M.A., Human Resource Management.

Palermo, Margot, M.B.A., Finance and International Business.

Persia, Viola, M.S., C.P.A., Accounting.

Saidens, Mark, Ph.D., Educational Administration.

Schmeltz, Martin, M.S., Taxation.

Sheehan, Donald, M.A., Liberal Studies.

Sparacio, Julianna, M.B.A., International Marketing, Business

Vasir, Harvinder, M.B.A., Database and Operations Management.

Verlander, Edward, M.B.A., Organizational Behavior and Management Consulting.

Wolinsky, Joel, C.P.A., Accounting.

Weiner, Harry, S.M., Emeritus Associate Professor, Business-government relations.

Yung, Gracer, M.B.A., International Banking and Finance.

## Degree Requirements

The M.B.A. curriculum prepares students for careers in management in business, government, and nonprofit organizations. The M.B.A. may be pursued either full- or part-time. Full-time students require two years of coursework with an internship in the summer between the two years. Part-time students may follow the same curriculum over a longer period, not to exceed five years. Admission is available in the fall and spring. Students in the five-year Combined BA/BS/BE + M.B.A. program complete the first year of the M.B.A. after their junior year and prior to their fifth year at Stony Brook.

### Internship Requirement

The College of Business internship program provides full-time students with important practical training in business management. The internship is a paid eight-to-twelve-week full-time summer position in a business, government, or nonprofit organization. Students must write a faculty-approved internship report in the semester following the internship. All students must enroll in MBA 599, Internship Practicum, for one credit in the term during which they are doing their internships.

### Placement and Career Services

The Career Center provides a variety of career and life-planning services to M.B.A. students desiring assistance with their career development and job search. These services include career resource library materials, placement services including on-campus interviews, online résumé referrals, job fairs, workshops on résumé preparation and interviewing skills, and credential files.

Many companies visit the campus to conduct one-on-one interviews with M.B.A. students. It is suggested that graduate students contact the Career Center at the beginning of their first semester for more details.

Job/Internship Fairs are held regularly in which employers visit the campus to discuss their organizations and share available job openings. These fairs provide graduate students with unique opportunities to meet, have brief interviews, and leave résumés with a signif-

icant number and variety of employers. Continual expansion of the program is planned.

Online services, where résumés are forwarded by the Career Center to interested employers and where vacancies are posted, are provided by JOBTRAK (a link on the center's home page). In addition, vacancy copies are posted on bulletin boards and kept in binders in the center's library.

### Career Resource Library

The Career Resource Library contains a wealth of information on a variety of topics related to the career planning process. Materials include information on employment interviewing, job hunting, labor market trends, occupations, résumé writing, salary levels, and many other areas. Those M.B.A. students interested in pursuing doctoral study can look through directories, a CD-ROM collection of college and university bulletins, and information on entrance tests required. Detailed information on potential employers, including annual reports and related documents, is included in the "Organizational Literature" files. This library also has videotapes on specific companies and on various topics related to job search processes. You can visit the center's Web page at [www.sunysb.edu/career/](http://www.sunysb.edu/career/)

### Credential Service

Students and alumni wishing to collect letters of recommendation from faculty, past employers, and others, in one central location, may wish to establish a credentials file at the Career Center. These recommendations are available to be photocopied and sent directly to appropriate organizations, including prospective employers and admissions offices of graduate and professional schools.

### Workshops

For those who are about to begin the process of interviewing, writing a résumé, and/or searching for a job, group workshops are offered that provide information on these topics. Each workshop is two hours long and includes practical exercises as well as general theory. The "Résumé Preparation" and "Interviewing Skills" workshops are offered on a weekly basis during the fall and spring semesters. Other workshops are scheduled less frequently and are noted on the Web pages and on the Career Center's student calendar publication.

### Individual Counseling

Professional career counselors are available to assist with questions pertaining to any facet of the career decision-making process, from deciding on a specific business path to finding out how to effectively search for a job. Topics that are frequently discussed include selecting a specialization, researching companies, obtaining experience through volunteer and internship positions, job search strategy, marketing the value of a graduate degree, and establishing a credential file. Those interested in discussing these and other issues are encouraged to set up an appointment by calling or visiting the Career Center.

## Courses

### MBA 501 Management Economics

The techniques and approaches of microeconomic reasoning are applied to issues of management and policy. The theory of the market and the price system are closely examined to identify areas where neoclassical economics is helpful to the analyst and manager. Decisions regarding firm boundaries, competition, pricing, and entry are examined. Extensive use is made of case studies.

*Fall, 3 credits, ABCF grading*

### MBA 502 Finance

How firms meet and manage their final objectives. Today's financial environment, the fundamental trade-off between risk and return, the time value of money, and valuing future cash flows are discussed. Financial tools and techniques, which can be used to help firms maximize value by improving decisions related to capital, are explained. Bond and stock valuations are introduced.

*Fall, 3 credits, ABCF grading*

### MBA 503 Data Analysis and Decision Making

An introduction to statistical techniques useful in the analysis of management problems. We motivate each topic by managerial applications, and we analyze actual data sets using modern statistical software. Topics include probability estimation, hypothesis testing, and regression analysis.

*3 credits, ABCF grading*

### MBA 504 Financial Accounting

Introduction and exploration of basic financial accounting terminology, principles, concepts, and their relevant business applications. This course will include the recording, summarization, and adjustment of financial transactions and the preparation and presentation of the basic financial statements. Other topics will include valuation methods for cash, accounts receivable, inventory and property, plant and equipment. This course is also offered as EMP 502.

*3 credits, ABCF grading*

### MBA 505 Marketing

A survey course covering the foundations of the marketing discipline. The course is designed to

give students conceptual frameworks and tools to help firms meet demands of the marketplace in a profitable way. A wide range of marketing strategy topics (e.g., segmentation, positioning) and marketing tactics (the Four P's of Marketing: Product, Price, Place, and Promotions) will be covered, as well as development of the discipline's foundations (definition, philosophy, and the history of marketing).

*3 credits, ABCF grading*

### MBA 506 Leadership, Team Effectiveness, and Communications

This course focuses on business leadership, teamwork, and communications. It seeks to answer the following three questions: What do leaders really do? What makes teams effective? How do you create persuasive communications? The course addresses such topics as leading organizational change, managing corporate crises, building motivated teams, and developing strategic communications. It examines these topics with a goal of not only imparting knowledge about these managerial practices but also assisting students to acquire the skills necessary to become business leaders, team builders and articulate communicators. We will seek to bridge theory and managerial practice by using case studies and inviting business executives to the class.

*Spring, every year, 3 credits, ABCF grading*

### MBA 507 Ethics and Law

This course will link the main ethical problems facing the modern manager with the statutes and regulations that have been enacted to deal with these problems. Emphasis is placed on the moral and ethical responsibilities that relate to investors, employees, customers, and the community. Students will learn the basic vocabularies of business law and of ethics.

*Spring, every year, 3 credits, ABCF grading*

### MBA 509 Continuous Quality Improvement

This course provides students with understanding of concepts of TQM and quality improvement methods to attain world-class performance in business operations. Topics include policy deployment, process improvement methodology, daily work management, quality story methodology, six sigma, poka-yoke, ISO, and Deming and Baldrige Awards criteria.

*3 credits, ABCF grading*

### MBA 510 In Addition to Wages: Employee Benefits

This course addresses an area of major social change: new developments in fringe benefit programs available to American workers. Topics include pensions, social security, savings and profit sharing plans, and other benefits in the working and retirement years. It also compares fringe benefits available to the individuals in the private, public, and not-for-profit sectors. Future fringe benefit programs and policies will also be explored. This course is offered as both CES 510 and MBA 510.

*Prerequisite: CES 515/MBA 532*

*3 credits, ABCF grading*

### MBA 511 Technological Innovations

Innovation drives the modern firm by the interaction of technical invention and manage-

rial entrepreneurship. This course explores the variety of sources of new products, processes, and services, such as inventors, universities, research and development departments in industry, and government labs. In addition, the course explores the variety of ways of bringing new products, processes, and services to market, including startup firms, acquisitions, mergers, and entrepreneurship within the firm. Case studies showing the interaction of invention and entrepreneurship are analyzed. A term project is required in which the student either analyzes the history of invention and entrepreneurship in a major firm or writes a business plan for high technology startup firm.

*Spring, every year, 3 credits, ABCF grading*

### MBA 512 Business Planning and Strategic Management

The principles and techniques of strategic management by which an organization sets and implements its long-range direction. This includes the processes of environment scanning, self-assessment of organizational purpose and comparative advantage, and synthesis of organizational mission, plans, and strategic initiatives. Extensive use is made of case studies and in-class exercises.

*Spring, every year, 3 credits, ABCF grading*

### MBA 513 Human Relations in the Workplace

This course focuses on improving the quality of work life for employees, as a value in itself and as an incentive to greater productivity and reduced turnover. Students will explore: the importance of communication-orientation of new employees, formal and informal consultation, quality circles, billboards, news bulletins, etc., and exit interviews; providing opportunities for job enrichment and career development-career planning assistance, practitioner training, cross training, job rotation, job sharing and flextime, enriching each job as the employee progresses; employee assistance programs-financial planning, drug and alcohol rehabilitation, retirement planning, educational assistance, summer jobs for kids, etc.; recreational programs-athletic teams, holiday and seasonal celebrations, community service participation, and contests. All of these activities contribute to developing the joint participation of employees and management that is the hallmark of the well-managed corporation. This course is offered as both CES 511 and MBA 513.

*3 credits, ABCF grading*

### MBA 514 Collective Bargaining and Arbitration in the Public Sector

This course presents an overview of the history, procedures, and problems of public sector labor relations, and comparisons with the private sector. The role of public opinion and politics in public sector bargaining will be explored. Students will role play the negotiation of a public sector contract: preparation of bargaining package, negotiation, mediation, fact-finding, arbitration. They will also prepare, present, and critique a public sector grievance case from its shop origins to its final disposition by arbitration. This course is offered as both CES 514 and MBA 514.

*Prerequisite: CES 516 or MBA 533*

*3 credits, ABCF grading*

**MBA 515 Comparative and International Management**

Because both the similarities and differences of organizations and management across national boundaries must be a part of the knowledge base of tomorrow's manager, this course examines proprietorships, partnerships, corporations, governmental regulatory agencies, public authorities, voluntary social services, multinational corporations, and strategic alliances, as well as combinations of these organizations, across sectoral and national boundaries.

*Spring, 3 credits, ABCF grading*

**MBA 516 Strategic Brand Management**

Highly interactive course. Hands-on, practical exploration of product, service, and enterprise-wide brand building and management. Course is structured along daily responsibilities and challenges faced by working brand/marketing managers and will provide experience with proven strategies for building successful brands in the competitive marketplace, the decisions and options faced by brand managers, and the tools to effectively manage brands.

*3 credits, ABCF grading*

**MBA 517 Information Systems for Management**

Information systems and its role in strategic planning and managerial operations in business. The systems approach to the analysis, design, and implementation of information systems. Recent developments in information technology and its impact on existing and future information systems.

*Fall, every year, 3 credits, ABCF grading*

**MBA 518 Principles of Sales Management**

This course prepares students to manage a sales force. Through lectures, discussions, assignments, and case analysis, students will understand principles and best procedures of sales force management as they apply to both small and large organizations.

*3 credits, ABCF grading*

**MBA 519 Grievance Handling and Arbitration**

Grievance and arbitration procedures in a variety of private- and public-sector labor agreements are examined in terms of contract clauses, practical procedures, and problems characteristic of different employment sectors. Dispute settlement between parties themselves is explored, and the final recourse to arbitration is examined in terms of arbitrator selection, case preparation, presentations at hearings, and analysis of awards. This course is offered as both CES 519 and MBA 519.

*Prerequisite: CES 516 or MBA 533*

*3 credits, ABCF grading*

**MBA 520 History of Labor Relations**

The course proceeds from the beginnings of labor organization in the guilds and crafts of the early 19th century to the accelerating pace of change today. The peaking of union strength during World War II and its subsequent decline after Taft-Hartley are discussed, as well as the economic and social reasons for the gradual weakening of organized labor. A discussion of the future of organized labor concludes the course.

*3 credits, ABCF grading*

**MBA 521 Industry Project**

Under faculty supervision, groups of students work for clients on management issues in a variety of areas such as health care, MIS, marketing, data analysis, business plans, and the like. The course provides students with the opportunity to apply the analytic skills they have learned in the classroom to actual management problems. Students also gain practical experience in business writing, giving formal presentations, and working in teams. The format for the course is a combination of work in the classroom and "lab" work. The lab work consists of visits with a client, developing a formal proposal, generating a final report, and various other elements of a professional consulting arrangement.

*Fall, every year, 6 credits, ABCF grading*

**MBA 522 Industry Project**

Under faculty supervision, groups of students work for clients on management issues in a variety of areas such as health care, MIS, marketing, data analysis, business plans and the like. The course provides students with the opportunity to apply the analytic skills they have learned in the classroom to actual management problems. Students also gain practical experience in business writing, giving formal presentations, and working in teams. The format for this course is a combination of work in the classroom and "lab" work. The lab work consists of visits with a client, developing a formal proposal, generating a final report and various other elements of a professional consulting arrangement.

*3 credits, ABCF grading*

**MBA 523 Human Resource Management Workshop**

This course is designed for human resource practitioners who wish to prepare themselves for higher-level executive positions: planning for the personnel function relative to organizational purpose and size of workforce; developing recruiting plans, job classifications, and wage schedules; establishing benefit systems; and training supervisors, systematizing employee supervision, and evaluation methods. Finally, the class will develop such motivational incentives as career development, job enrichment, and employee assistance programs and learn how to devise model affirmative action and employee safety procedures. This course is offered as both CES 523 and MGT 523.

*3 credits, ABCF grading*

**MBA 524 Labor Negotiations Workshop**

This is an advanced class in the negotiation of labor agreements in the private and public sectors. Through case studies and presentations students acquire an understanding of the attitudes and strategies of both negotiating parties, evaluation of the economic and political environments, gathering of essential information, determination of bargaining style and strategy, and role playing of negotiations using sample contracts. Guest lecturers critique class performance, offering suggestions for improving negotiation skills. This course is offered as both MBA 524 and CES 524.

*Prerequisite: MBA 533 or CES 516*

*3 credits, ABCF grading*

**MBA 525 Employment Law**

This course is designed to give business and HR professionals insight into and practical knowledge of the various legal issues that inform today's employer-employee relationships. Topics will include hiring practices, formation of the employment contract, laws governing the work relationship, investigation protocols, and risk-reduction techniques, viewed against a backdrop of emerging employment trends. This course is offered as both CES 525 and MBA 525.

*Prerequisite: MBA 533 or CES 516*

*3 credits, ABCF grading*

**MBA 526 Job Evaluation and Compensation Systems**

An advanced course providing students with both theory and specific knowledge of job evaluation and compensation systems, including union issues, comparable worth and legal requirements: preparation of job analysis, descriptions, specifications and evaluations; theory of compensation systems as they relate to job satisfaction and employee morale; development of wage and salary surveys, internal and external equity pay scales, performance-based pay systems, and salary administration procedures. An analysis of incentives-bonuses, stock options, salary deferrals, and special benefits will complete the course. This course is offered as both CES 526 and MBA 526.

*Prerequisite: CES 515 or MBA 532*

*3 credits, ABCF grading*

**MBA 527 Women, Work, and Dollars**

This course addresses the economic and social struggle of women to achieve workplace equality. It includes an examination of their labor force participation; the remuneration of women; segregated employment patterns; special problems of women in professional, managerial, and scientific disciplines; analysis of the corporate environment and the role of affirmative action in removing formal and informal barriers to progress. It investigates the campaign for comparable worth; alternative definitions of success; women's contribution to the world of work; the glass ceiling and the mommy track; work-family issues; child care; sexual harassment; and women as managers. The course will feature case analysis and guest speakers from different organizations. This course is offered as both CES 517 and MBA 527.

*3 credits, ABCF grading*

**MBA 528 Risk Management**

The course focuses on the wide range of risks faced by law firms, partners, and managers. Each session will examine various risk categories, teaching participants how to define and quantify risk.

*3 credits, ABCF grading*

**MBA 529 Managerial Accounting and Decision Making**

This course covers cost accounting concepts and theories and the implementation of an accounting system as a source of information for decision making, planning, control, and the evaluation of organizational performance

by management. Other topics include cost-volume-profit analysis, overhead rates, budgeting, and statement of cash flows.

*Prerequisite: MBA 504*  
*3 credits, ABCF grading*

### **MBA 530 Negotiation and Conflict Resolution**

The methods and procedures for reaching negotiated agreements. Topics include reducing conflict and confrontation between contending parties, analysis of the techniques of win-lose and win-win negotiation, and mediation. Students are expected to participate in a series of workshop activities and simulated cases to reveal how negotiation and mediation are applied to resolving difficulties in business management, labor relations, international and domestic affairs, patient/doctor/hospital relations, and other areas where negotiation and mediation play a significant role in modern life. This course is also offered as CEX 547.

*3 credits, ABCF grading*  
*May be repeated for credit*

### **MBA 531 New Developments in Human Resource Administration**

This is an advanced course, designed to examine new developments and professional concerns in human resource administration. The course focuses on such topics as productivity in the American workplace; developing union/management cooperation for productivity; methods of training in the workplace; impact of the computer revolution on the personnel field; and specialized personnel needs of the new workforce in a high-tech and service economy.

*3 credits, ABCF grading*

### **MBA 532 A Survey of Human Resource Administration**

This is the mandated course in the human resource sector of the Human Resource Management curriculum. The course explores the basic elements of personnel administration: an overview of human resource functions; recruitment, selection, and placement; job classification and wage and benefit systems; employee supervision, counseling, discipline, and grievance; the legal framework of human resource administration; and approaches specific to union and nonunion environments. This course is offered as both CES 515 and MBA 532.

*3 credits, ABCF grading*

### **MBA 533 Survey of Labor and Employee Relations**

This is the foundation course in the labor relations sector of the Human Resource Management curriculum. It addresses the historical development of labor unions in the United States, the evolution of the legal framework governing labor relations today, and the major elements of collective bargaining and dispute resolution techniques used in the private and public sectors. This course is offered as both CES 516 and MBA 533.

*3 credits, ABCF grading*

### **MBA 534 Contemporary Issues in Employee Relations**

This course covers collective bargaining in America: areas of union growth, stability, and

decline. Examination of current labor-management agreements in the key areas of wages, productivity, retirement and health plans, employee security, and career advancement will be explored. The chief problems emerging in current negotiations in both the private and public sectors will be examined. This course is offered as both CES 518 and MBA 534.

*Prerequisite: MBA 533*  
*3 credits, ABCF grading*

### **MBA 535 New Product Marketing**

New products are a very important part of most all modern companies, particularly those having to compete on a global level. This course looks at the specific challenges in both coming up with new products (conceptualization, design, and development) and how to market them to different marketplace segments. Target marketing techniques and quantitative and qualitative approaches to assessing markets and product/market fits will be examined in depth. This course will incorporate a combination of formats, including lectures, computer labs, and team projects. It is recommended that Marketing Research be taken before this course.

*3 credits, ABCF grading*

### **MBA 536 Financial Management**

How managers should interface with accounting and finance departments and how firms meet their financial objectives. Financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management are explained. Related topics include multinational financial management, risk management, and mergers and acquisitions.

*Prerequisite: MBA 502*  
*Fall, 3 credits, ABCF grading*

### **MBA 537 Employee Training and Career Development**

This course provides an overview of employee training methods, training design, development programs, and evaluation procedures, including cost/benefit analysis. Emphasis is placed on how to perform a needs analysis, how to select the latest training technologies, and how to apply these technologies to maximize adult learning. In addition, development strategies are reviewed, for instance, when to train generalist managers and specialists, how to foster an atmosphere conducive to continuous learning, and how to reward supervisors for supporting their subordinates' development. Students apply these concepts to a specific organization for hands-on learning. In addition, a focus on career planning and development gives students a chance to take interest inventories and self-assessments of abilities and learning style. Students formulate their own career plans and develop action strategies. This course is offered as both MBA 537 and CEX 537.

*3 credits, ABCF grading*

### **MBA 538 Organizational Change and Development: Opportunities for Human Resource Innovations**

The aim of this course is to acquaint students with types of organizational change and the

roles of human resource managers as change agents. Cases, group exercises, and class discussions are used to examine change methods, employees' reactions to change, facilitation techniques, and evaluation methods. Roles of leaders, managers, employees, and human resource professionals are considered. Targets of change include job designs, interpersonal relationships, and organizational structures. Quality improvement, employee involvement, and professional development are studied as examples of change strategies. Students learn how to help themselves and their co-workers to cope. This course is offered as both CEX 538 and MBA 538.

*Prerequisite: MBA 532 or CES 515*  
*3 credits, ABCF grading*

### **Investment Analysis**

Modern investment and traditional approaches to investment valuation, selection, and management. Modern investment theory, including asset pricing models and efficient market hypotheses are explained. Traditional approaches to stock and bond selection, including fundamental analysis and technical analysis, will be explained in detail. Investment management strategies for both individual and institutional investors will be developed and discussed.

*Prerequisite: MBA 502*  
*3 credits, ABCF grading*

### **MBA 540 Linear Programming**

Formulation of linear programming problems and solutions by simplex method. Duality, sensitivity analysis, dual simplex algorithm, decomposition. Applications to the transportation problem, two-person games, assignment problem, and introduction to integer and nonlinear programming. This course is offered as both MBA 540 and AMS 540.

*Prerequisite: A linear algebra course*  
*3 credits, ABCF grading*

### **MBA 543 Management Science**

An introduction to mathematical models useful in the analysis of management problems. We motivate each topic by managerial applications, and we analyze problems using modern software. Topics include forecasting models, linear and integer optimization models, and decision models.

*3 credits, ABCF grading*

### **MBA 545 Capital Markets and Financial Institutions**

Financial institutions and capital markets form the basis of the financial system in our global economy. Capital markets are the conduits in which capital flows through financial institutions to a network of organized and over the counter markets. Students will learn how many of these markets work in tandem to propel our economy forward. Topics include money markets, foreign exchange markets, derivative markets, the banking industry, and the business of banking. The role of money in the capital markets and a variety of financial products offered by financial institutions will be explained.

*Prerequisite: MBA 502*  
*Fall, 3 credits, ABCF grading*

### **MBA 546 Network Flows**

Theory of flows in capacity-constrained net-

works. Topics include maximum flow, feasibility criteria, scheduling problems, matching and covering problems, minimum-length paths, minimum-cost flows, and associated combinatorial problems. This course is offered as both MBA 546 and AMS 546.

*Prerequisite: AMS 540 or permission of instructor*

*Spring, 3 credits, ABCF grading*

### **MBA 547 Fundamentals of Fixed Income Analysis**

A concrete understanding of the fundamentals of fixed income security analysis. Study of the basics of bond analysis, such as the relationship between the price and yield of a bond, the sensitivity of a bond's price to changes in yield, and measuring the total return on a bond. We will analyze the determinants of interest rates and how different market participants interact. Trading strategies, evaluating their risk, and performing ex-post analyses will be discussed.

*3 credits, ABCF grading*

### **MBA 548 Fundamentals of the Bioscience Industry**

A four-module course set up to provide students with a comprehensive introduction to the complexities of the bioscience business environment.

*Prerequisite: Must be either a BME or MBA graduate student (West Campus)*

*All other students must obtain permission from the instructor.*

*Spring, every year, 3 credits, ABCF grading*

### **MBA 549 Risk Management**

This course introduces students to risk management primarily from the perspective of non-financial corporations. Focus will be placed on why firms should or should not manage risk, while demonstrating how risk management can reduce the probability that a firm will encounter financial distress or earnings volatility, and whether such activities can enhance shareholder value. The course offers an integrated approach to risk management by combining concepts, tools, and techniques that derive from the financial risk management and insurance disciplines. The course text focuses mostly on pure risk, or the use of insurance products to reduce risk and financial losses for businesses. The course lectures and additional readings will also incorporate a focus on financial risk management, including commodity price, exchange rate, interest rate, and credit risk management. Financial derivative products will be used extensively; however, the focus will be more on the appreciation of derivative products to hedge risk, rather than the valuation of derivatives.

*3 credits, ABCF grading*

### **MBA 550 Operations Research: Stochastic Models**

Includes Poisson processes, renewal theory, discrete-time and continuous-time Markov processes, Brownian motion, applications to queues, statistics, and other problems of engineering and social sciences. This course is offered as both MBA 550 and AMS 550.

*Prerequisite: AMS 507 or equivalent*

*3 credits, ABCF grading*

### **MBA 551 Cases in Finance**

Application of finance concepts to cases involving financial decisions in a corporate or institutional setting. Students will be asked to perform the work of a manager or analyst in a professional capacity, direct their attention to specific questions raised and report back with analyses and recommendations from the perspectives of the CFO, the Lending Officer, and other managerial positions.

*Prerequisite: MBA 502 and MBA 504*

*3 credits, ABCF grading*

### **MBA 552 Mergers and Acquisitions**

The focus of this course is on buying controlling stakes in firms. The main topics to be covered are: growth through acquisitions, critical steps in the M&A process, financial valuation of mergers and friendly acquisitions, hostile takeovers, and buyouts. The course should be of interest to students interested in pursuing careers as private equity investors, advisors in investment banking, and corporate managers.

*Prerequisite: MBA 502, MBA 504*

*Fall, 3 credits, ABCF grading*

### **MBA 553 Simulation and Modeling**

A comprehensive course in formulation, implementation, and application of simulation models. Topics include data structures, simulation languages, statistical analysis, pseudo-random number generation, and design of simulation experiments. Students apply simulation modeling methods to problems of their own design. This course is offered as CSE 529, AMS 553, and MBA 553.

*Prerequisite: CSE 214 or equivalent; AMS 310 or 507 or equivalent; or permission of instructor*

*3 credits, ABCF grading*

### **MBA 555 Consumer Behavior**

Consumer behavior examines the psychological, social, cultural, and demographic factors that impact purchasing decisions. The course also examines consumer needs and marketing opportunities emphasizing their implications for marketing strategies. Topics include the consumer decision-making process, motivation and its effect on behavior, images, attitudes, social and cultural influences, models of consumer behavior, segmentation strategies, and promotional applications. The course is delivered by lectures, case studies, a simulation, and the student's development of a personal purchasing diary with its subsequent analysis.

*3 credits, ABCF grading*

### **MBA 559 Computational Finance**

Computation in corporate finance, securities valuation, portfolio theory, and trading. Approaches to corporate valuation. Application of full covariance treatment of portfolio returns and variance to mutual funds. Nonlinear dynamics in finance.

*3 credits, ABCF grading*

### **MBA 560 Design and Analysis of Management Information Systems**

An overview of information systems and the system development life cycle. Emphasis is on tools and techniques that the programmer

or analyst can use to document information systems. Classical and structured tools for describing data flow, data structure, process flow, file design, input and output design, and program specifications will be presented. Object-oriented techniques will be introduced. The course will survey other important skills for the systems analyst such as fact-finding, communications, project management, and cost-benefit analysis.

*Prerequisite: MBA 517*

*3 credits, ABCF grading*

### **MBA 561 Expert Systems for Management**

An introductory course that provides a basic understanding of the concepts and techniques needed to analyze, design, and manage the knowledge of human experts in organizations. In addition, students will learn the role of the knowledge architect in different industries and the management issues related to the growing integration of computers in the support of decision-making.

*3 credits, ABCF grading*

### **MBA 562 Accounting Information Systems**

A managerial approach to the concepts, issues, and techniques used to successfully manage and maintain an "Accounting Information System." Topics will include business processes such as the revenue and expenditure cycles; business transactions including replenishment procedures and customer loyalty programs; general ledger output and compliance requirements as well as interfaces to OLAP environments.

*3 credits, ABCF grading*

### **MBA 564 The Role of Information Systems in Marketing Management**

This course will explore the theory and practice of developing, implementing, managing, and maintaining a Marketing Information System (Mktg-IS) for a variety of industries. Our discussions will include the collection, storage, analysis, and subsequent delivery of actionable knowledge to the marketing decision makers in business entities such as retailers, wholesalers, service companies, etc. The course will also review the spectrum of business transactions that occur within organizations that automate the sale of products and services while simultaneously collecting the information needed to manage the associated marketing mix. Standard marketing functions such as development, implementation, and control of a marketing plan will be reviewed and aligned to appropriate key performance and control indicators. We will examine various systems that are in use today and future trends including the concept of ubiquitous networking and the pressure that environment will place on marketers. Discussions of concepts such as customer loyalty programs, disbursement of Market Development Funds, data (information) collection and storage requirements, content management, vendor and expense management, electronic exchange of information, interfacing with decision support and data mining systems, handling of multinational marketing programs, etc., will expand the scope of the course beyond the traditional MKTG-IS concepts.

*Prerequisite: MBA 505*

*Fall, 3 credits, ABCF grading*



**MBA 565 Marketing Research**

Introduces marketing research tools that aid managers in marketing decision-making; introduces the marketing research process and explains how it can be used to collect and analyze data and information necessary to solve marketing problems. A strong applied orientation exposes students to marketing research in traditional areas such as market segmentation, product positioning, product design, brand perception, sales forecasting as well as emerging areas such as customer satisfaction, customer relationship management (CRM), and online marketing.

*Summer, every year, 3 credits, ABCF grading*

**MBA 566 Business Law**

A survey of the U.S. legal system within which business operates. Topics include sources of law, contracts, tort and criminal law affecting business, property rights, agency, business organizations, and selected topics in technology-related areas.

*Spring, every year, 3 credits, ABCF grading*

**MBA 567 Marketing Strategy**

The course seeks to familiarize students with the decision domain of marketing strategy, the purpose and elements of sound strategy, and managerial tools and processes for generating, communicating, and implementing marketing strategies that deliver a sustainable competitive advantage to a company, product, or brand. This course is designed with an emphasis on student activities, supplemented by lectures and case discussions. The major (i.e., broad) topics emphasized in this course are competitive marketing strategy, marketing analysis, and market planning.

*Prerequisite: MBA 505*

*Fall, 3 credits, ABCF grading*

*May be repeated for credit*

**MBA 570 Entrepreneurship**

This course helps the student develop a business plan for his or her own business idea or a plan for an entrepreneur. With the support of visiting practitioners, students take a business idea through all the planning steps. A business plan suitable for presentation to potential investors will be written and presented orally at the end of the class.

*3 credits, ABCF grading*

**MBA 572 Business Plan Project I**

Students will team with a group from engineering to develop a business plan for the engineers' senior design project. Business students will create and monitor a project plan and perform market research for the engineering project, provide input to the design phase to maximize market satisfaction and develop a marketing plan. Students will interface with resources outside the University involved in market research.

*Prerequisite: G2 standing with GPA of 3.0 or higher, and permission of the instructor*

*Fall, 3 credits, ABCF grading*

**MBA 573 Business Plan Project II**

Building on the marketing plan developed in MBA 572, students will prepare a detailed operations and finance plan. The project plan

developed in the fall will be used to monitor progress of the team, including both Engineering and Business students' activities. Final project will consist of a full written and oral presentation of the business plan. Students will coordinate efforts with resources outside the University including interface with outside sources of production material.

*Prerequisite: G2 standing with GPA of 3.0 or higher, and permission of instructor*  
*Spring, 3 credits, ABCF grading*

**MBA 574 Project Management**

This course will explore the theory and practice of managing a project. We will examine the various tools that are available to monitor and measure managerial tasks and to define common business processes. Every aspect of business entails the execution of a series of defined tasks and the associated allocation of corporate resources. From developing new products to implementing customer loyalty programs, managers must understand business processes including their associated tasks, interrelationships, and transformations. Project management involves three primary activities: defining manageable tasks, mapping their logical flow, and creating an implementation process. In the course, we will explore ways to manage these functions successfully to increase the probability of achieving desired results. We will use the latest software tools including: MS Project, MS Visio, @Risk Project Simulation, Business Plan Pro 2007, WIP Information System-online and C-Commerce tools such as Instantstream. We will use Blackboard extensively to interact (e-commerce), post grades, assignments, information, and notices. Access Blackboard using [blackboard.stonybrook.edu](http://blackboard.stonybrook.edu)

*3 credits, ABCF grading*

**MBA 575 Business Marketing**

Marketing to businesses is a bigger, but less visible, part of the total marketing efforts of companies in the modern world. This course will present the business buying process and how marketing efforts can more effectively (and efficiently) reach out to the very large market made up of various businesses. We will look at how marketing should vary for different types of businesses and/or organizations.

*3 credits, ABCF grading*

**MBA 586 Wireless E-Commerce**

Analyzes the growth of and interaction among wireless markets. These markets include devices and services for wide area broadband networks and 802.11b wireless local area networks. Growth factors include business strategies executed by major firms and startups, and roles played by government regulations and community groups in development and delivery of network technology. Student projects for clients or one's own startup investigate wireless strategies in consumer, home, commercial, educational or health-care markets.

*Prerequisites: MBA 517, MGT 571, MGT580*  
*Spring, 3 credits, ABCF grading*

**MBA 587 Decision Support Systems**

An advanced course focusing on the interrelationships among management information systems, statistics and management science.

Both model-driven and data-driven decision support systems will be considered. Students will identify an appropriate business application, select suitable management science and statistical methodologies, build the required information system, and demonstrate how their decision support system addresses the stated management problem.

*Prerequisites: MBA 503, MBA 517, MBA 543*  
*3 credits, ABCF grading*

**MBA 588 Database Management**

Database processing is the foundation upon which all current applications rely and represents the repositories of business intelligence that play a crucial role in the strategic success or failure of a corporation. Even though they vary in size, complexity and organizational scope, there is an underlying common database engine that can be used to manipulate and analyze the stored information. The purpose of this course is to introduce the business professional to the fundamental concepts of database creation, design, application integration, maintenance, management, and subsequent analysis.

*3 credits, ABCF grading*

**MBA 589 Operations Management**

A managerial approach to the concepts, issues, and techniques used to convert an organization's resources into products and services. Topics include strategic decisions for planning products, processes, and technologies, operating decisions for planning production to meet demand, and controlling decisions for planning and controlling operations through teamwork and Total Quality Management (TQM). Operational problems in producing goods and services are reviewed. This course is offered as both MBA 589 and EMP 506.

*Spring, 3 credits, ABCF grading*

**MBA 592 Organizational Behavior**

An approach to understanding the behavior of individuals in organizations is developed, with emphasis on implications for effective management. This approach is used to analyze decision problems encountered in managing human resources. Topics include individual and group decision-making skills, recruitment and selection, employee ability, motivation and incentive systems, job satisfaction, performance assessment and management, retention, training, and employee development.

*Fall, every year, 3 credits, ABCF grading*

**MBA 593 Special Topics in Human Resource Management**

An experimental elective course offered on a one-time basis. Topics offered under this course focus on specialized topics in human resource management. Consult department for current topic(s).

*3 credits, ABCF grading*

*May be repeated up to five times for credit*

**MBA 595 Individual Directed Research in Business**

Designed to accommodate independent research projects on an individual basis with faculty guidance.

*Fall and spring, 1-6 credits, ABCF grading*

*May be repeated for credit*

**MBA 599 Internship Practicum**

Designed to accommodate College of Business MBA graduate students working on their internship project requirement while under supervision of an advisor.

*Fall, spring, and summer; 0-1 credits, S/U grading*

**MBA 800 Summer Research**

*0 credit, S/U grading  
May be repeated*

