Calendar

Fall Semester 2010

September
8 / Wednesday
Classes begin
30 / Thursday
Last day for filing degree applications for December 2010

October
15 / Friday
Second deferred-tuition payment due

November
15 / Monday
Third deferred-tuition payment due
24–27 / Wednesday–Saturday
Thanksgiving recess—No classes
29 / Monday
Classes resume

December
11 / Saturday
Fall semester classes end (at close of classes)
13 / Monday
Fall semester exams begin
14 / Tuesday
Spring 2011 and summer 2011 degree applications due
18 / Saturday
Final exams end

Spring Semester 2011

January
24 / Monday
Classes begin

February
14 / Monday
Last day for filing application to graduate in May 2011

March
1 / Tuesday
Graduate students priority deadline for filing federal financial aid forms
12 / Saturday
Spring recess begins (at close of classes)
15 / Tuesday
Second deferred-tuition payment due
21 / Monday
Classes resume

April
15 / Friday
Third deferred-tuition payment due
30/ Saturday
Spring semester classes end (at close of classes)

May
2 / Monday
Spring semester exams begin
7 / Saturday
Final exams end
12 / Thursday
Commencement

June
1 / Wednesday
Last day for filing application to graduate in August 2011

Summer Session 2010

Students interested in calendar and course offerings for the summer sessions should consult the summer session catalog available from the College of Continuing Studies at 609-896-5033 or ccs@rider.edu.
For more information:

College of Business Administration (CBA)
www.rider.edu/cba

Master of Accountancy (MAcc)
www.rider.edu/macc

Master of Business Administration (MBA)
www.rider.edu/mba

Executive MBA (EMBA)
www.rider.edu/emba
Mission Statement

The mission of the College of Business Administration is to provide a quality business education based on dynamic and innovative curricula to build professional competencies that enable our graduates to be productive, socially responsible participants in the rapidly changing global marketplace.

We create a supportive academic environment and provide our students opportunities for experiential learning. Our programs develop communication, interpersonal, teamwork, leadership, critical-thinking and problem-solving skills.

We are committed to continuous improvement as we strive for excellence. We ensure an infusion of current theory and practice in our curricula through scholarly research, professional activity and extensive business partnering.

Degree Programs

Master of Accountancy (MAcc), Master of Business Administration (MBA) and Executive MBA (EMBA) degree programs are offered.

The Rider University College of Business Administration (CBA) has a distinctive approach to business education and learning as defined by the mission statement. With the guidance of our mission statement, graduate business programs strive for excellence through a strong emphasis on:

- Providing an innovative, flexible and dynamic curriculum with an emphasis on the challenges facing today’s businesses;
- Student development through experiential learning, career support and networking;
- Alliances with local and international businesses and international universities;
- Quality and continuous improvement in everything we do.

The MBA and the MAcc programs are focused on developing the analytical skills and business knowledge for fully employed business professionals and managers, as well as selected full-time students.

The Executive MBA places particular emphasis on leadership and advanced management skills. The Executive MBA is a cohort-based program designed to meet the needs of more experienced managers.

NOTE:

In the Academic Year 2010/2011, Rider University’s CBA is launching new curricula for both the MBA and EMBA programs. Students entering in the Fall of 2010 will be the first to participate in these innovative, market-driven programs.

Objectives and Program Summaries

Introduction

The EMBA, MAcc and MBA programs are designed for students with full-time professional, managerial or executive positions. The MBA and MAcc programs, courses are typically offered during evening hours, Monday through Thursday in the fall, spring and summer semesters, with some courses offered in the late afternoons. While most students pursue the program on a part-time basis, courses are scheduled to allow a student to fast track a degree full-time by enrolling in up to four courses each semester. For the cohort-based EMBA, courses are offered in a program structure across 17 months with classes on Saturdays, skill sessions on selected Friday evenings and a two-week-long international study tour.

The Master of Accountancy (MAcc)

The MAcc Program prepares individuals for careers in the accounting profession. Those students who wish to pursue a career in public accounting will be able to develop required technical competencies and meet evolving credit-hour requirements for licensure. Accounting career paths in corporate, financial or governmental entities are facilitated through the core MAcc curriculum and specialized elective courses.

Required courses emphasize an integration and synthesis of accounting subject matter. Course work assumes that students have established a basic foundation level of understanding of accounting at the undergraduate level. Students without an undergraduate accounting degree will complete additional preliminary courses prior to completing the MAcc core curriculum.

In the MAcc program, students have the option to pursue a general MAcc degree creating a personalized skill set from the full menu of MBA and MAcc electives. Students may also elect to concentrate in one of the functional disciplines of finance, management, computer information systems or marketing, or pursue an interdisciplinary concentration in entrepreneurship, global business or Fraud and Forensic Accounting.

Graduate accounting courses are offered in the evening with a limited offering also scheduled during afternoons. Graduate and non-accounting electives are available in the evening.

Please see the MAcc Web site at www.rider.edu/macc for up-to-date information on the program and faculty.

The Master of Business Administration (MBA)

The MBA Program prepares individuals for career advancement as business professionals, managers and leaders of organizations. Structured around contemporary business knowledge and the development of strong analytical and leadership skills, Rider’s CBA has developed a forward-looking MBA program built on a long tradition of business education excellence.

The curriculum provides a distinctive and effective business learning environment that emphasizes advanced business theory, interpersonal and communication skills, cross-functional integration of business theory and practice, and the ability to manage in a changing environment.

MBA program flexibility is supported by a variety of MBA and MAcc electives. MBA students have the option to pursue a general MBA that allows them to select graduate level electives based on their individual professional needs. They may also elect to concentrate in one of the functional disciplines of finance, management, computer information systems or marketing, or pursue an interdisciplinary concentration in entrepreneurship or global business. Additionally, MBA students with an undergraduate accounting education can complete a concentration in Forensic Accounting.

Please see the MBA Web site at www.rider.edu/mba for up-to-date information on the program and faculty.
The Executive Master of Business Administration (EMBA)
The Executive MBA program allows experienced business professionals to earn an MBA in less than one and one-half years (17 months), while continuing to work full time. It also allows students to enter the program, complete classes and graduate with the same integrated group of up to 25 students. The program consists of two parts: the first part sets expectations concerning what it means to operate at an executive level and then delivers a solid foundation in business concepts and basic leadership and team skills; the second part provides advanced executive sessions on a variety of current business topics of relevance to the business executive. A personal, professional coaching program called Leadership Edge is also included in the curriculum. In addition, there is a seminar on international business, which includes approximately two weeks of travel in a key economic region of the globe. Other program highlights include: learning advanced business theory from the faculty plus receiving practical executive input from current business leaders who work alongside the faculty lending their personal insight to the classroom discussion; convenient scheduling (following the initial class, which consists of three weekends, all classes are on Saturdays); and, classes are held at a local (Princeton area) executive conference center.

Please see the Executive MBA Web site at www.rider.edu/emba for unique admission requirements, program schedules and other relevant information.

Faculty
Courses are taught in small sections usually by full-time faculty holding doctorates. Most faculty members are engaged in research in their fields, and many have business experience as well. We draw our adjunct faculty from the ranks of executives from major corporations and thought leaders in business-service organizations. In addition, since most of the students are employed in professional or managerial positions, they bring a wealth of business experience to share with their peers.

Professional Accreditation
Rider University’s College of Business Administration programs are accredited by AACSB International—The Association to Advance Collegiate Schools of Business. The initial accreditation was achieved in 1993 and reaffirmed in 2000 and 2007. In addition, the accounting program was further recognized for excellence with AACSB International Accounting Accreditation in 2000 and reaffirmed in 2007.

Waiver of Core and Pre-Program Courses
Preliminary requirements courses for the MBA and the MAcc may be waived as outlined below. There are no course waivers granted for the EMBA program.

The Master of Accountancy (MAcc) - Waiver of Courses
A waiver of a course from the “Preliminary Requirements – Non Accounting” may be granted if the applicant meets one or more of the following conditions:
1. The courses may be waived if the student has graduated from an AACSB accredited business program within five years prior to semester admitted. The student must have achieved a "B" or better in the equivalent course or sequence of courses;
2. One or more core courses may be waived if the student has achieved a "B" or better in an equivalent undergraduate course (at an accredited four-year institution) or graduate course within six years prior to the semester admitted;
3. One or more core courses may be waived based on a combination of education and work experience at the Assistant Dean of Graduate Programs’ discretion; and
4. With the approval of the Assistant Dean of Graduate Programs, students may take proficiency exams to test out of the Preliminary Requirements – Non Accounting courses if the above criteria are not met. Within the first year of matriculation, a student is able to take the proficiency exam once, on one of the six specified dates. Students may not repeat any proficiency exams.

Waivers of courses for the “Preliminary Requirements – Accounting” may be granted as outlined in conditions 1 and 2, if the student receives a “C” or better for these courses. There are no waiver examinations for the “Preliminary Requirements – Accounting” for the MAcc Program.

The Master of Business Administration (MBA) - Waiver of Courses
A waiver of a course from Pre-Program Requirements may be granted if the applicant meets one or more of the following conditions:
1. The courses may be waived if the student has graduated from an AACSB accredited business program within five years prior to semester admitted. The student must have achieved a “B” or better in the equivalent course or sequence of courses;
2. One or more pre-program courses may be waived if the student has achieved a “B” or better in an equivalent course (at an accredited four-year institution) or graduate course within six years prior to the semester admitted;
3. One or more pre-program courses may be waived based on a combination of education and work experience at the Assistant Dean of Graduate Programs’ discretion; and
4. With the approval of the Assistant Dean of Graduate Programs, students may take proficiency exams to test out of the Pre-Program Requirement courses if the above criteria are not met. Within the first year of matriculation, a student is able to take the proficiency exam once on one of the six specified dates. Students may not repeat any proficiency exams.

When the MAcc “Preliminary Requirements” or the MBA “Pre-Program Requirements” are waived, the student is responsible for a satisfactory level of competency with the representative material. If necessary, the student should review and/or seek tutoring support for the waived material in preparation of advanced courses. Any appeal of a waiver decision must be made within the first semester of the program.
Course Requirements

The MAcc program consists of 30 semester hours at the graduate level (600–700 level only). Fifteen or 18 semester hours (five or six courses) are in accounting subjects, and the remaining 12 or 15 semester hours are to be taken as graduate business electives. Please refer to the MBA course descriptions for a listing of MAcc electives. MAcc students may elect to use the MBA electives to create concentrations. See the “Concentration” section provided under the MBA policy portion of this catalog. Required graduate accounting courses are offered each semester. Graduate accounting electives are typically offered on a three-semester rotational basis.

Required Graduate Accounting Courses
(12 credits)

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MACC-650</td>
<td>Seminar in Taxation (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-652</td>
<td>Analysis of Accounting Data (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-654</td>
<td>Issues in Financial Reporting (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-656</td>
<td>International Dimensions of Accounting (3 Credit Hours)</td>
</tr>
</tbody>
</table>

Elective Graduate Accounting Courses
(3 or 6 credits)

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MACC-658</td>
<td>Governmental and Not-for-Profit Accounting (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-662</td>
<td>Auditing Practice and Problems (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-663</td>
<td>Fraud and Forensic Accounting (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-664</td>
<td>Issues in Managerial Accounting (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-665</td>
<td>Fraud Detection and Deterrence (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-667</td>
<td>Business Valuations: Fundamentals, Techniques and Theory (3 Credit Hours)</td>
</tr>
<tr>
<td>MACC-670</td>
<td>Accounting Internship (requires prior approval of the Accounting Department Chairperson) (3 Credit Hours)</td>
</tr>
</tbody>
</table>

MAcc students who do not have an accounting undergraduate background will need to complete 9 semester hours of business courses and 15 semester hours of accounting preliminary requirements. Waiver of these courses follows the same guidelines as those defined for the MBA pre-program courses discussed in the next section.

Note: Accounting students preparing for the CPA exam will need up to six credits of law course work. MBAD-682 Business Law may be used toward the CPA law requirement. However, the exact requirement is a function of previous course work and state jurisdiction. Similarly, the student may need additional course work in auditing. Students are required to review the law and auditing requirements with the Chairperson of the Accounting Department (609-895-5505).

Preliminary Requirements: Business Foundation

9 semester hours (for non-business undergraduate degree or outdated course work). See the communications requirement in note below.

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMBA-8020</td>
<td>Fundamentals of Accounting (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8030</td>
<td>Economic Analysis (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8060</td>
<td>Basic Marketing Principles (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8070</td>
<td>Management Theory and Application (1.5 Credit Hours)</td>
</tr>
</tbody>
</table>

Note: One of the learning objectives of the MAcc program is to improve the writing skills of the students. This will be done both formally through a class for those not demonstrating a level proficiency expected for business professionals and informally for all students through faculty review of student prepared course materials such as research reports, case study write ups and papers.

Students must have a 4.0 score or higher on the Analytical Writing Section of the Graduate Management Admissions Test (GMAT). This proficiency level demonstrates adequate writing skills and at this level, students will be waived from taking the required business writing course. If a student’s score is lower than 4.0, he/she must take the English Department’s course ENG-321 Work Place Writing: Business and Professional Contexts, or a similar writing course at a U.S.-accredited university at the Junior (300), Senior (400) or Graduate (500 and above) levels. The student must achieve a C or better in the course, demonstrating basic proficiency. Course work done outside of Rider University must be approved by the Assistant Dean for Graduate Programs. This requirement must be met within one year of the start of a student’s first semester in the MAcc program.

Preliminary Requirements: Accounting

18 semester hours (for non-accounting business undergraduate degree or outdated course work)

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC-302</td>
<td>Cost Management</td>
</tr>
<tr>
<td>ACC-310</td>
<td>Accounting Theory and Concepts I</td>
</tr>
<tr>
<td>ACC-311</td>
<td>Accounting Theory and Concepts II</td>
</tr>
<tr>
<td>ACC-400</td>
<td>Principles of Auditing</td>
</tr>
<tr>
<td>ACC-410</td>
<td>Fundamentals of Federal Taxation</td>
</tr>
<tr>
<td>ACC-4XX</td>
<td>Accounting Requirement (TBD)</td>
</tr>
</tbody>
</table>
Master of Business Administration (MBA)

www.rider.edu/mba

Course Requirements
The MBA Program requires a core of 31.5 credit hours of Breadth Course Requirements and 9 credit hours of elective courses. Students may also be required to take up to an additional 19.5 credit hours based on their business education, courses waived and direct business experience. A student must complete between 40.5 and 60 semester hours for an MBA, depending on how many pre-program courses are waived. Electives may be used to concentrate in the areas of entrepreneurship, global business, finance, marketing, management, computer information systems, or forensic accounting to enrich the MBA. The Assistant dean of Graduate Programs is available to advise students on their program of study, course selection and concentration depending on professional needs and interests.

Breadth Course Requirements
(31.5 semester hours)

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMBA-8200</td>
<td>Managerial Decision Making (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8210</td>
<td>Information Technology Management (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8220</td>
<td>Strategic Accounting for Managers (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8230</td>
<td>Managerial Economics (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8240</td>
<td>Applied Corporate Finance (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8250</td>
<td>Operations and Supply Chain Management (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8260</td>
<td>Marketing Analysis and Decision Making (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8270</td>
<td>Organizational Behavior (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8290</td>
<td>Legal and Ethical Aspects of Management (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8880</td>
<td>Strategic Management (3 Credit Hours) – must be taken concurrently with PMBA-8880L</td>
</tr>
<tr>
<td>PMBA-8880L</td>
<td>Strategic Management Lab (1.5 Credit Hours) – must be taken concurrently with PMBA-8880</td>
</tr>
</tbody>
</table>

Elective Courses
(9 semester hours)

Students are required to complete 9 semester hours of electives to complete the program requirements. Up to two MAcc courses may be taken as electives by students in the MBA program as long as course prerequisites are met and the program director approves. A minimum of one elective course (3 credit hours) must be on an international business topic. However, for those students with a concentration in forensic accounting or entrepreneurship, the International elective requirement is waived.

Concentrations/General Management Options
The Breadth Course Requirements provide a distinct and consistent advanced business knowledge and skill platform for all students in the MBA program. The electives allow the student to tailor the graduate educational experience to fit individual needs. Concentrations are three-course elective (nine credit) sequences defined from a menu of electives by either the functional department (finance, computer information systems, management, marketing, or forensic accounting) or by interdisciplinary program coordinators (entrepreneurship or global business). Electives counted toward a concentration are to carry a grade of “B” or better, and students must achieve a 3.20 GPA in those electives. Students may elect to pursue a general management option in lieu of a specific concentration.

Pre-Program Requirements – Courses
(19.5 semester hours for non-business undergraduates, outdated course work, or course work that did not meet waiver standards)

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMBA-8000</td>
<td>Executive Communications (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8010</td>
<td>Information Technology Proficiency (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8020</td>
<td>Fundamentals of Accounting (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8030</td>
<td>Economic Analysis (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8040</td>
<td>Basic Finance Principles (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8050</td>
<td>Introduction to Calculus (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8051</td>
<td>Fundamentals of Statistical Analysis (3 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8052</td>
<td>Operations Basics (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8060</td>
<td>Basic Marketing Principles (1.5 Credit Hours)</td>
</tr>
<tr>
<td>PMBA-8070</td>
<td>Management Theory and Application (1.5 Credit Hours)</td>
</tr>
</tbody>
</table>

Note
1. All students are required to take the Executive Communications waiver exam, which is offered two times a semester. Students graded as proficient on their speaking and presentation skills will have PMBA-8000 waived, though they may choose to take the course for their professional development. Students must complete this requirement within one year of their entering semester.

2. One of the learning objectives of the MBA and MAcc programs is to improve the writing skills of the students. This will be done both formally through a class for those not demonstrating a level proficiency expected for business professionals and informally for all students through faculty review of student-prepared course materials such as research reports, case study write-ups and papers.

3. A solid business math and calculus foundation is a pre-condition of the MBA program. This requirement may be met through prior undergraduate course work. Admitted students may also meet this requirement while in the program by successfully completing (with a grade of “B” or better) PMBA-8050 or an equivalent calculus course. This requirement must be met before the student may start the breadth courses of the program. Calculus is required for PMBA-8230.

Students must have a 4.0 score or higher on the Analytical Writing Section of the Graduate Management Admissions Test (GMAT). This proficiency level demonstrates adequate writing skills and at this level, students will be waived from taking the required business writing course. If a student’s score is lower than 4.0, he/she must take the English department’s course Eng-321 Workplace Writing: Business and Professional Contexts, or a similar writing course at a U.S.-accredited university at the Junior (300), Senior (400) or Graduate (500 and above) levels. The student must achieve a “C” or better in the course, demonstrating basic proficiency. Course work done outside of Rider University must be approved by the Assistant Dean for Graduate Programs. This requirement must be met within one year of the start of a student’s first semester in the MBA Program.
Course Requirements
The Executive MBA is a 46.5-credit, 17-month program, taught in an integrated group setting. While there are many students with undergraduate business degrees in the EMBA program, it is especially appropriate for individuals who have non-business backgrounds and/or are transitioning to positions requiring business, management, and leadership skills. Also, a key goal of the program is to emphasize application of the information and skills being taught; therefore, students will find this emphasis throughout all aspects of the program.

The program consists of two parts: the first part sets expectations concerning what it means to operate at an executive level and then delivers a solid foundation in business concepts and basic leadership and team skills; the second part provides advanced executive sessions on a variety of current business topics of relevance to the business executive.

The EMBA program also has several coaches who work with the students individually throughout the 17-month program to develop essential management, leadership, time management, stress management, and personal career management skills.

Integrated Business Foundation

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title (Semester)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMBA-9001</td>
<td>Top Management Perspective (Summer)</td>
</tr>
<tr>
<td>EMBA-9250</td>
<td>Statistical Analysis for Business (Fall)</td>
</tr>
<tr>
<td>EMBA-9251</td>
<td>Service and Production Management (Fall)</td>
</tr>
<tr>
<td>EMBA-9260</td>
<td>Strategic Marketing (Fall)</td>
</tr>
<tr>
<td>EMBA-9270</td>
<td>Management and Team Skills (Fall)</td>
</tr>
<tr>
<td>EMBA-9230</td>
<td>Economic Principles (Spring)</td>
</tr>
<tr>
<td>EMBA-9231</td>
<td>Economic Analysis &amp; Decision Making (Spring)</td>
</tr>
<tr>
<td>EMBA-9220</td>
<td>Financial Accounting (Spring)</td>
</tr>
<tr>
<td>EMBA-9240</td>
<td>Corporate Finance (Spring)</td>
</tr>
</tbody>
</table>

Advanced Topics

<table>
<thead>
<tr>
<th>Course No.</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMBA-9362</td>
<td>Product Development &amp; Commercialization (Summer/Fall)</td>
</tr>
<tr>
<td>EMBA-9303</td>
<td>International Business Seminar with Travel (Summer/Fall)</td>
</tr>
<tr>
<td>EMBA-9302</td>
<td>Corporate Performance Evaluation (Summer/Fall)</td>
</tr>
<tr>
<td>EMBA-9271</td>
<td>Leadership (Summer/Fall)</td>
</tr>
<tr>
<td>EMBA-9301</td>
<td>Corporate Governance: Legal &amp; Ethical Issues (Summer/Fall)</td>
</tr>
<tr>
<td>EMBA-9310</td>
<td>Informational Technology and Management (Summer/Fall)</td>
</tr>
<tr>
<td>EMBA-9880</td>
<td>Strategic Management (Summer/Fall)</td>
</tr>
</tbody>
</table>

Executive in Residence Program
Successful business executives, each with their own specialization, are brought in to work alongside the Rider faculty to lend their personal insight to classroom discussion during many of the courses in the Advanced Executive Session portion of the program.

International Experience
The international experience includes approximately two weeks traveling in selected developing and/or emerging countries around the world. The actual location for each integrated group is partially dependent upon the interests and needs of the group. Through a series of site visits, the group will meet with business leaders, develop relationships with overseas firms, and get an up-close look at how business is done in some of the world’s most dynamic emerging markets.

Cost
The cost of the program is all-inclusive, covering tuition, books, food, fees, and the international study experience.
Application Procedures
To apply for admission to the MAcc, MBA, or Executive MBA program, the procedures are:

• Obtain an application for admission from the Office of Graduate Admission.
• Complete the application for admission and application fee form, and return them with the nonrefundable $50 application fee to the office of graduate admission.
• Register and take the GMAT and furnish the office of graduate admission with official notification of your GMAT scores. If you have already taken this test, request the Graduate Management Admissions Council (GMAC) to furnish the Office of Graduate Admission with an official notification of your score. Executive MBA applicants may not need to have a GMAT score.
• Arrange to have official transcript(s) sent to the Office of Graduate Admission by every institution of higher learning attended (including Rider University). A transcript should be sent even if only one course was taken at the institution. Only official transcripts will be accepted. Transcripts sent to the student are not acceptable unless they are sealed in the original envelope when received by Office of Graduate Admission.
• Applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL) and have the official results sent to the office of graduate admission. A grade of 80 on the internet-based TOEFL exam is considered proficient and acceptable.
• International students are asked to have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service. World Education Services in New York City is suggested for this evaluation.
• A notarized financial resource statement or notarized bank statement is required to demonstrate the international student's ability to pay the total cost of attendance.
• Additional Executive MBA application requirements include the following personal information:
  • Two work-related recommendations (employer or another source)
  • Statement of objectives
  • Resume
  • Personal interview

Application Deadlines
The deadlines for the submission of all credentials for the MBA and MAcc are August 1 for the fall semester, December 1 for the spring semester and May 1 for the summer session. The application deadline for the EMBA is July 1. Applications received after the official deadlines may be given consideration at the discretion of the College of Business Administration.

Admission Requirements
MBA and MAcc
No decision is made on an application for admission to the graduate programs of business administration until all required credentials have been submitted. These include a completed application form, a $50 application fee, official notification by GMAC as to the score achieved on the Graduate Management Admissions Test (GMAT), and an official transcript from every institution of higher learning attended. To be admitted to this program, an applicant must show evidence that he or she has earned a bachelor’s degree or equivalent from an accredited institution of higher learning and has the potential to perform satisfactorily at the graduate level. The primary criteria used in making admission decisions are the undergraduate grade point average, the score achieved on the GMAT, professional experience, and graduate level GPA (if applicable).

The GMAT requirement will be waived for MAcc or MBA applicants who have passed the CPA certifying exam or hold a Ph.D. from an accredited university in the United States. The GMAT requirement will also be waived for MAcc students who have passed the CMA exams.

International students are required to present evidence of completion of a university degree equivalent to, or higher than, a bachelor’s degree in the United States. A program equivalency evaluation by a recognized evaluation service is required. World Education Services in New York City is suggested for this service. International applicants must also provide a notarized financial resource statement or notarized bank statement demonstrating their ability to pay the total cost of attendance at Rider.

If a student is conditionally admitted, (i.e., not satisfying one of the requirements above), he/she has no more than four months to satisfy the conditions. Exception to satisfying the conditions can only be approved by the Assistant Dean of Graduate Programs.

EMBA
To qualify for the program, you must demonstrate the following:

Academic Background
• Bachelor’s degree from an accredited school
• Minimum 3.0 GPA (will review if GPA is less than 3.0 and GMAT score is greater than required minimum)
• A GMAT score of at least 550
• Applicants whose native language is not English are required to take the Test of English as a Foreign Language (TOEFL) and have the official results sent to the Office of Graduate Admission

Business Related Background
• Full-time employment
• Minimum five years of work experience
• Three years managerial/supervisory experience
• Two work-related recommendations (employer or another source)

Note
1. A GMAT score of less than 550 will be reviewed by the Rider University College of Business Administration Graduate Studies Committee, at which time the Committee will carefully weigh all other factors, such as the candidate’s record of experience and employer support. There is also an option to not take the GMAT; however, additional requirements must be met. To discuss your potential situation, please call 609-896-5036.

Classification
Each student admitted to the MBA or MAcc program is assigned to one of the following classifications:

Full Standing
Students who have full standing are permitted to register for any pre-program courses that have not been waived or for certain breadth courses, if those courses are needed by the student.

Special
For those students enrolled in a graduate program at another institution who have been granted permission to take graduate business courses at Rider.

Executive MBA students are admitted as “full standing” only.
Transfer of Courses

A student may request the transfer of a graduate course taken at an AACSB-accredited institution. Such a request may be granted if the course was taken recently, was passed with a grade of "B" or higher, and was taken before admission to the MBA program at Rider. Once a student has been admitted to the program, graduate courses taken at other institutions must have prior approval of the Assistant Dean of Graduate Programs before transfer credit will be allowed. A maximum of six semester hours of transfer credit may be granted for application against the elective requirements.

As the EMBA program is cohort-based, the transfer of courses will not apply.

Advising

The Assistant Dean of Graduate Programs is the advisor to students in the MBA and MAcc programs and tracks program progress. The Director of the Executive MBA Program is the advisor to the EMBA students.

Students are also encouraged to contact members of the faculty for career and related advising.

Note: The most significant policies and procedures for the graduate business programs are covered in this catalog. Questions and issues not addressed here default to The Source and other university-wide policy statements.

Course Repeat Policy

With the written permission of the program director, students may repeat graduate courses for which they received grades of “C+” or lower. Both grades will appear on the student’s transcript, but only the second grade will count in the GPA.

Academic Integrity

Students are expected to conduct themselves professionally and with the highest standards of academic integrity. The Source student handbook outlines Rider’s academic guidelines.

Dismissal

Rider University reserves the right to dismiss any student when, in the judgment of the faculty or officers of Rider, such action seems advisable. A student in a graduate business program will be subject to dismissal for any of the following reasons:

- Receiving more than two grades of “C+” or below in graduate-level work;
- Completing graduate course work with a cumulative grade point average of less than 3.0;
- Failure to complete the MAcc or MBA program in the required six years.

In all cases of dismissal, graduate business students have the right of appeal. Academic standing review is a progressive process with student participation and advising designed to help students regain good academic standing. Students approaching the six-year time limit to complete the MBA or MAcc may request a time limit extension prior to actual dismissal. The request should be based on unique work requirements, personal, or other reasons. Time limit appeals will be reviewed and acted on by the Assistant Dean of Graduate Programs.

Honors Graduates

Students who graduate with an overall grade point average of 3.85 or better are designated as graduating with distinction. This term appears on the student’s official transcript, below the student’s name in the commencement program, and on the diploma.

Graduation Requirements and Application

To graduate from the MAcc or MBA programs, students must have completed all of the course requirements as described above, within the six-year time frame and:

- Must have a Grade Point Average (GPA) of 3.0;
- Cannot have received more than two grades of "C+" or below;
- Cannot have any grades below a “C.”

A student who expects to graduate must fill out and file an application for graduation form no later than the date indicated on the calendar for each semester, found at the front of this publication. Note that students cannot graduate with more than two grades below C+ level.
Course Descriptions
Master of Accountancy (MAcc)

(R denotes REQUIRED, E denotes ELECTIVE)

MACC-650 Seminar in Taxation
3 credits (R)
The course is designed (1) to expand a student’s tax research skills, (2) to examine tax compliance and basic planning concepts available to C corporations, S corporations, partnerships, gifts, estates, and trusts, (3) to explore the tax issues involved in the decision to select a particular form of business organization, (4) to provide an introduction to fundamental concepts of interstate, international, and New Jersey taxation, and (5) to expose the student to a variety of common tax returns, applicable to the above topics.

MACC-652
Analysis of Accounting Data
3 credits (R)
Employs appropriate information technology and analytical techniques to pursue data collection and analysis needs commonly faced by accounting professionals. Uses cases and projects to pursue such areas of decision concern as financial statement analysis, the evaluation of audit risk and selected additional topics. MACC-654 should be taken before this course.

MACC-654
Issues in Financial Reporting
3 credits (R)
Examines accounting theories and the development of a conceptual framework for financial reporting. Theoretical and conceptual assessments of current reporting issues pertaining to asset valuation and income measurement are addressed through cases, readings, and projects. Topics to be investigated from term to term vary depending on their importance and timeliness to the profession. This course should be taken first or early in the program.

MACC-656
International Dimensions of Accounting
3 credits (R)
This course examines the global applications of accounting principles and practices, including the relationship between international accounting issues and company strategy. Topics include theoretical and societal considerations of international accounting issues, the identification of transnational accounting practices, and attempts at harmonization. This course applies to the Global Business concentration.

MACC-658
Governmental and Not-for-Profit Accounting
3 credits (E)
This course provides an in-depth study of the concepts, objectives and techniques of the evolving field of accounting for nonprofit institutions and organizations. Areas emphasized include municipal and state governmental units, hospitals, colleges and universities and service organizations. Problems, cases and selected readings are employed.

MACC-662
Auditing Practice and Problems
3 credits (E)
Uses cases to examine current auditing issues, including professional ethics, internal control, materiality and risk assessment. Students will complete a simulated audit from start to finish, including audit planning, audit fieldwork and preparation of an audit opinion. Prerequisite: ACC-400.

MACC-663
Fraud and Forensic Accounting
3 credits (E)
A course designed to provide a background in all areas of forensic accounting including: fraudulent financial reporting and the detection of fraud, money laundering and transnational flows, courtroom procedures and litigation support, as well as cybercrime. A wide variety of teaching tools are employed including extensive use of the professional literature, case analysis, videos, role playing and text materials. This course is required for the Forensic Accounting and Fraud & Forensic Accounting concentrations.

MACC-664
Issues in Managerial Accounting
3 credits (E)
Examines current management accounting practices with an emphasis on world class developments and strategic implications to the firm. Integrates current management accounting literature with considerations of planning, control, decision-making and information needs of the firm.

MACC-665
Fraud Detection and Deterrence
3 credits
This course explores contemporary forensic accounting topics pertaining to fraud examination, detection and deterrence. Topics include audit responsibility and reporting, professional judgment, quality control and developing effective policies in preventing and detecting economic crimes. Students will apply relevant fraud examination techniques to a variety of settings. Prerequisite: MACC-663. This course is required for the Forensic Accounting and Fraud & Forensic Accounting concentrations.

MACC-667
Business Valuation: Fundamentals, Techniques and Theory
3 credits (E)
A course in the fundamentals of business valuations including basic, intermediate, and some advanced concepts and methodologies required by accounting and finance professionals in valuing a closely held (privately-owned) business where there is no market price. This course applies to the Forensic Accounting and Fraud & Forensic Accounting concentrations.

MACC-670
Accounting Internship
3 credits (E) Requires prior approval of the accounting department chairperson.
This course provides on-site experiential learning through supervised employment with a participating company. Students will be reviewed periodically by senior staff. Academic assignments, including a formal report, will be developed in conjunction with a faculty member. Permission of the instructor is required.
Course Descriptions  
Master of Business Administration (PMBA)  
(P denotes PRE-PROGRAM LEVEL, B denotes BREADTH REQUIREMENT, E denotes ELECTIVE.)

PMBA-8000  
Executive Communications  
1.5 credits (P)
This course will provide students with knowledge, skills, and techniques to further develop their presentation skills. This course, which is taught in a workshop style, challenges the students to improve their formal presentation skills, increase the impact of their presentations, and strengthen their confidence. Students will be introduced to different media tools that will support them in advancing their speaking and presentation skills.

PMBA-8010  
Information Technology  
1.5 credits (P)
Computing proficiency requires understanding implications of advanced information technologies and the ability to successfully apply these technologies in an increasingly global society. This course will enable students to effectively use specific information systems tools (spreadsheet and database management) to begin to design applications for effective decision making.

PMBA-8020  
Fundamentals of Accounting  
3 credits (P)
For those students having no previous knowledge of accounting, Subject is approached from the point of view of the user of accounting information rather than that of the accountant who supplies the information. Surveys mechanics of accounting as a means to an end, emphasizing accounting as a tool of management and the language of business. Problems and cases bring out the managerial implications of accounting.

PMBA-8030  
Economic Analysis  
3 credits (P)
An intensive exposition of the essentials of price theory and income and employment theory. For students with less than a year of introductory economics at the undergraduate level.

PMBA-8040  
Basic Financial Principles  
1.5 credits (P)
The central unifying theme of this course is valuation. Valuation is the basis for decisions in all major areas of finance. This course begins with a discussion of basic concepts including time value of money and its application for valuation of stocks and bonds and analysis of risk and return. Further application of valuation for capital investment projects made by a firm is explored by introducing the techniques of capital budgeting.

PMBA-8050  
Introduction to Calculus  
1.5 credits (P)
This course has been designed to prepare students for courses in the MBA program in which calculus is used. Topics include limits, derivatives, functions of two or more independent variables and maxima and minima in one and two independent variable(s).

PMBA-8051  
Fundamentals of Statistical Analysis  
3 credits (P)
Covers basic statistical techniques useful in business decision making. Includes descriptive statistics, event probability, random variables, sampling distributions, regression analysis and topics in statistical inference. Prerequisite: MSD-105 (or equivalent).

PMBA-8052  
Models and Methods of Operations Management  
1.5 credits (P)
This course provides students with some of the most frequently used quantitative tools necessary in analyzing and resolving issues and problems in PMBA-8250 Operations and Supply Chain Management. These tools may also be used in other PMBA courses such as Managerial Economics. Prerequisite: PMBA-8051.

PMBA-8060  
Basic Marketing Principles  
1.5 credits (P)
The purpose of this course is to provide students with an operational understanding of basic marketing principles and concepts. This will be done through interactive exercises and discussions based both on primary source and textbook readings as well as discussions and critical examinations of current marketing practices in companies and industries of interest to the students. Topics covered include environmental analysis, target marketing, product and service strategy, integrated marketing communications, channels of distribution, pricing practices, and the interface between marketing and corporate strategic planning.

PMBA-8070  
Management Theory and Application  
1.5 credits (P)
A foundation course that provides an introduction to the theory and practice of management. The management functions of planning, organizing, leading, and controlling provide an organizing framework for examining current management challenges (e.g. globalization, ethics, diversity, and multidimensional organizational structures).

PMBA-8200  
Managerial Thinking and Decision Making  
3 credits (B)
In this course, students will improve their managerial and analytical thinking skills through a range of approaches and techniques. Students will learn to analyze business problems within the context of managerial decision making. The course is designed as a series of seminars and will be organized in three areas, each with its complementary learning goals: Business Intelligence, Enterprise Analysis, and Executive and Managerial Decision Making. Prerequisites: Completion of MBA pre-program courses.

PMBA-8210  
Information Technology Management  
3 credits (B)
This course introduces the theory and practice of Information and Communication technologies deployment in organizations. This includes planning, analysis, design, and implementation of computer-based management information systems (MIS). The course emphasizes an understanding of emergent cutting-edge technological phenomena and the effect of information systems on the practice of management. Prerequisites: Completion of PMBA-8110.

PMBA-8220  
Strategic Accounting for Managers  
3 credits (B)
This course emphasizes the issues encountered by managers regarding performance measurement, incentives, ethics and strategic management accounting tools. Students will learn to recognize ethical issues and apply a code of conduct to those issues, understand the criteria for recognizing revenue, analyze cash flows for investment decisions, compute measures of returns on investments, and understand the uses of a Balance Scorecard in performance evaluation. This course will also cover transfer pricing issues and methods in domestic and international settings, the application of differential analysis to a variety of short-run decisions, and the application of traditional costing methods, activity-based costing, activity-based management, and target costing to products and services. Preparation of a master budget and its role in planning, control, and decision making is also discussed. Prerequisites: Completion of MBA pre-program courses.

PMBA-8230  
Managerial Economics  
3 credits (B)
Focuses on using economic methods for making managerial decisions affecting the value of the firm. Topics include demand analysis, production and costs, employment decisions, project evaluation, profit-volume analysis and pricing strategies under a variety of settings. The course emphasizes integration between economics, accounting, and finance. Prerequisites: Completion of MBA pre-program courses.
PMBA-8240  
Applied Corporate Finance  
3 credits (B)
This course is designed to further develop the students’ skills through practical application of concepts and tools taught in prior finance courses. Students will learn by solving real-world case studies and learning to communicate clearly their decisions to both sophisticated and lay audiences. The primary method of instruction is the preparation, presentation, and discussion of finance cases. Each case study session will be preceded by lectures and discussion of the main theoretical concepts. The case studies considered cover a wide range of corporate financial problems including value creation, capital budgeting, capital structure, cost of capital, and mergers and acquisitions. Throughout the course, attention will be given to the international dimensions of the issues and problems presented and discussed. Prerequisites: Completion of PMBA 8040.

PMBA-8250  
Operations and Supply Chain Management  
3 credits (B)
This course provides MBA students with the current knowledge and practice of operations and global supply chain management. Supply chain management has become one of the most important and talked about topics in business in recent years. Many companies have realized that they can reduce their costs, increase profits, and increase customer satisfaction by improving their supply chain practices. It is also evident that most supply chains extend beyond the borders on the U.S., and consequently, have global components and challenges. This course is designed to prepare students to meet operations and supply chain related challenges in their careers. Prerequisites: Completion of MBA pre-program courses.

PMBA-8260  
Marketing Analysis and Decision Making  
3 credits (B)
The purpose of the course is to provide the analytical skills required to understand complex marketing situations in order to develop and implement appropriate marketing strategies. The decision-making processes in the management of product planning, pricing practices, selection of channels of distribution and development of effective promotion programs are investigated. This involves identification and selection of appropriate target markets, the effective use of marketing research and recognition of organizational dynamics. The case approach is used to develop communication skills and further build team skills as students interact with peers in solving problems. Prerequisite: Completion of MBA pre-program courses.

PMBA-8270  
Advanced Organizational Behavior  
3 credits (B)
A study of key individual, group, and organizational processes. At the individual level, the focus is on different personalities, job attitudes, and work motivation. The implication of individual factors are then considered in a team context focusing on the processes of communication, influence, conflict, and leadership. Finally, we examine the impact of organizational culture and change on workplace behavior. In order to integrate the individual, group, and organizational levels of study, the course emphasizes a team-based approach to learning. Prerequisite: Completion of MBA pre-program courses.

PMBA-8290  
Legal and Ethical Aspects of Management  
3 credits (B)
The purpose of this course is to prepare students to meet the legal, ethical, and regulatory challenges and opportunities they will encounter as they conduct business as managers and entrepreneurs. To excel, managers and entrepreneurs must recognize that the law is important to firm success and that they must always consider the legal ramifications of their business decisions. Students will learn how to identify legal and ethical issues before they become legal problems and how to communicate and work collaboratively with legal counsel. The course begins with an overview of business ethics and social responsibility and goes on to cover the U.S. court system and the laws of contracts, torts, and intellectual property. The course covers corporate governance issues including the fiduciary duties of officers, directors, and controlling shareholders, public and private offerings of securities, and securities fraud. Environmental regulation, product quality, legal aspects of the employment relationship (as they relate to the liability of the corporation and managers for the acts of their employees), wrongful termination, discrimination, and sexual harassment will also be covered. Prerequisite: Completion of MBA pre-program courses.

PMBA-8303  
International Business Study Tour  
3 credits (E)
This course provides a cross-cultural perspective for conducting business outside of the United States. Students will gain a better appreciation of how culture, history, and politics influence organizational dynamics, transactions and business customs. Prerequisite: Completion of MBA pre-program courses. This course applies to the Global Business concentration. This course will satisfy the International elective requirement.

PMBA-8312  
Data Mining  
3 credits (E)
In this course, students will learn to solve problems/exploit opportunities by processing datasets, interpreting results, and deploying solutions. This course provides hands-on experience with these tasks. Upon this base of experience, students will build a robust data mining methodology that can be applied to real-world investigations. The course of study will include Online Analytical Processing (OLAP), statistical and machine learning techniques, and unstructured text analysis. Students will learn to apply these techniques through the study of payroll, procurement, and expense report fraud. Cell phone and credit card fraud, credit and bankruptcy analysis, and customer relationship management will also be covered. Prerequisites: Completion of PMBA 8210. This course applies to the Information Systems, Forensic Accounting, and Fraud & Forensic Accounting concentrations.

PMBA-8313  
Electronic Commerce  
3 credits (E)
Electronic commerce involves the use of information technology to improve, enhance, simplify or enable business transactions. This course examines such business, social, and technical issues of electronic commerce as the technology of the Internet, effective system strategies to attract and maintain customers, security, and electronic payment systems. Prerequisite: Completion of MBA pre-program courses. This course applies to the Information Systems and Entrepreneurship concentrations.

PMBA-8314  
Project Management  
3 credits (E)
In our complex world of global economies and pervasive technology, change is constant. It is a persistent challenge to manage this change. It is the body of knowledge that is project management that helps managers address this change. This course will introduce students to project management for a variety of disciplines. The methods and techniques taught will be applicable not only to software development, but to any series of tasks that could constitute a project. The course content will cover the identification, approval, and management of complex projects. Various project management tools, techniques, and approaches will be covered. This course applies to the Information Systems and Entrepreneurship concentrations.

PMBA-8315  
Globalization and Technology  
3 credits (E)
The emergence and growth of the global economy constitutes an epochal shift in the organization of the world. Technology has been a key component in the production and acceleration of these phenomena. This course introduces students to the latest theoretical and empirical literature on globalization as shaped by technology. Prerequisite: Completion of MBA pre-program courses. This course applies to the Information Systems and Global Business concentrations. This course will satisfy the International elective requirement.
their interactions. The industry consists of many types, which have a strong influence on the industry.

The evaluation of industry performance serves as the foundation for the analysis of public policy through the enforcement of antitrust laws. This course relies heavily on case studies of many major U.S. industries, including steel, petroleum, automobile, computer, and agriculture. Prerequisite: Completion of MBA pre-program courses.

**PMBA-8334 Industrial Organization**
3 credits (E)
This course examines the relationship between market structure, firm conduct, and industry performance. The evaluation of industry performance serves as the foundation for the analysis of public policy through the enforcement of antitrust laws. This course relies heavily on case studies of many major U.S. industries, including steel, petroleum, automobile, computer, and agriculture. Prerequisite: Completion of MBA pre-program courses. This course applies to the Global Business concentration. This course will satisfy the International elective requirement.

**PMBA-8335 International Trade and Investment**
3 credits (E)
A study of the international economy within which business firms operate, and public policies that influence their activities. Include international trade theory, balance of payments analysis, the international monetary system, barriers to trade, and the role of multinational corporations. Prerequisite: Completion of MBA pre-program courses. This course applies to the Global Business concentration. This course will satisfy the International elective requirement.

**PMBA-8338 Healthcare Economics**
3 credits (E)
The course uses the tools of economics to examine the many sectors of the healthcare industry and to analyze their interactions. The industry consists of many types of suppliers and producers, consumers, and third parties, which have a strong influence on the industry. Each group of parties acts to form alliances with others in order to gain control and power in the markets. In addition, the government plays a strong role in regulating the private sectors, in subsidizing some sectors, and in providing services to the poor and elderly. The course will move beyond description and analyses of the current industry to an examination of the many trends and potential directions the industry will take. Discussions will focus on current practices and policy analysis. Prerequisite: Completion of MBA pre-program courses.

**PMBA-8341 Corporate Treasury Management**
3 credits (E)
This course is designed to provide an understanding of modern principles and techniques for corporate treasury management. The course materials are useful for finance, banking, accounting and information systems professionals or small business owners. Topics include analysis of liquidity and solvency, credit and accounts receivable management, cash collection and disbursement systems, short-term investment and borrowing, management of treasury information and technology, multinational cash management, and other related topics. Success in this course will help students preparing for the Certified Cash Manager (CCM) exam. Prerequisite: Completion of PMBA-8040. This course applies to the Finance concentration.

**PMBA-8343 Investment Instruments and Strategies**
3 credits (E)
Principles of investment analysis and portfolio management. Includes analysis of stocks and fixed income securities, mutual funds, international investing, margin trading and short sales, convertible bonds, and financial futures. Hedging strategies, market forecasting and tax advantaged investments are also discussed. Considerable use of problems to illustrate concepts. Prerequisite: Completion of PMBA-8040. This course applies to the Finance concentration.

**PMBA-8344 Financial Market Operations**
3 credits (E)
Flow of funds analysis is used to study financial intermediation and interest rate determination in money and capital markets. Includes the flow of funds accounts, funds flow through financial institutions, the demands for and supply of credit by economic sectors, and the impact of public policies on financial market behavior. Prerequisite: Completion of PMBA-8040. This course applies to the Finance and Global Business concentrations.

**PMBA-8345 International Financial Management**
3 credits (E)
The techniques of multinational financial management are developed for enterprises that do business in more than one country and/or have assets and liabilities denominated in more than one currency. The management of foreign exchange and country risks is applied to working capital, capital budgeting, and capital structure decisions. Prerequisite: Completion of PMBA-8040. This course applies to the Finance concentration. This course will satisfy the International elective requirement.

**PMBA-8346 Financial Modeling**
3 credits (E)
Spreadsheets are utilized to analyze problems and cases. Students receive instruction in computer use beyond that available in other finance courses. Spreadsheet applications include valuation models, cost of capital, capital budgeting, risk and return, portfolio analysis, stock market analysis, and options and futures. Prerequisite: Completion of PMBA-8040. This course applies to the Finance and Entrepreneurship concentrations.

**PMBA-8347 Portfolio Management**
3 credits (E)
Real-world application of the concepts and techniques of investment analysis and portfolio theory. Students interact with and make recommendations to professional portfolio managers. Topics include stock valuation methods, major forces driving movements in current equity markets, international investment opportunities, industry analysis, technical analysis and investment timing, evaluation of portfolio performance, analysis of business conditions and interest rates, and hedging portfolio risk with stock index options and financial futures. Prerequisite: Completion of PMBA-8040. This course applies to the Finance concentration.

**PMBA-8354 Quality Assurance and Total Quality Management**
3 credits (E)
This course integrates the concepts of statistical quality control and the practices of today’s leading companies in creating systems of total quality management (TQM). Considers how various business functions (e.g., production, engineering and design of products and services, purchasing raw materials, providing technical assistance to customers, and statistical quality control) and their interrelationships can be used to create high-quality products, and, thus, high levels of customer satisfaction. Includes traditional statistical methods for process control, acceptance sampling, reliability and quality improvement, as well as numerous examples of U.S. and foreign firms at the cutting edge of TQM. Introduces current thinking of leading figures in TQM. Prerequisite: Completion of MBA pre-program courses.

**PMBA-8361 Business to Business Marketing**
3 credits (E)
The practices and policies used in the marketing of goods and services to business and industrial buyers are analyzed, focusing on the market and demand for products, marketing research, product planning, channels of distribution, pricing policies and practices and the development of sales program and service policies. Prerequisite: Completion of PMBA-8060. This course applies to the Marketing concentration.
PMBA-8362
Marketing Communications
3 credits (E)
The course dynamically blends the concepts and issues of integrated marketing communications with real world experiences. It is highly interactive, with students spending time in teams creating solutions, presenting, and feeling the experience of being in real life marketing communications situations. Students also will be exposed to current and classic literature pertaining to the course content. Prerequisite: Completion of PMBA-8060. This course applies to the Marketing concentration.

PMBA-8363
Consumer Behavior
3 credits (E)
The purpose of this course is to provide the analytical skills required to understand the nature of consumer decision making and internal and external factors that influence buying decisions in order to develop and implement appropriate marketing strategies. A case study approach is utilized in this course. This will be done through the analysis of actual marketing problems faced by a variety of organizations. The readings and class discussions will also include internal and external influences on consumer behavior, marketing research tools, marketing strategies to reach consumers and shape consumers’ opinions, the role of marketing communications and marketing mix elements in creating a unique value proposition, and managing consumer relationships. Prerequisite: Completion PMBA-8060. This course applies to the Marketing concentration.

PMBA-8364
Marketing Research
3 credits (E)
An overview of the subject matter which will assist students in developing an appreciation for the use by marketing management of marketing research and marketing information systems in making marketing decisions. Topics include specific research procedures for gathering, processing, analyzing and presenting information relevant to marketing problems in such areas as: advertising effectiveness, product development, distribution channels, sales techniques, consumer behavior, and forecasting study of research planning, implementation, and interpretation of findings is facilitated by the use of cases or projects. Prerequisite: Completion of PMBA-8060. This course applies to the Marketing concentration.

PMBA-8365
International Marketing Management
3 credits (E)
Examination of the nature and scope of global marketing activities, including the theoretical framework of international marketing, foreign marketing environments, multinational markets, MNC information systems, strategic marketing decisions, and organization for transnational marketing. Prerequisite: Completion of PMBA-8060. This course applies to the Marketing and Global Business concentrations. This course will satisfy the International elective requirement.

PMBA-8369
Selected Topics in Marketing
3 credits (E)
The study of a topic (or combination of topics) that represents a new dimension of marketing or has important and direct implications for marketing management. Theoretical foundations as well as special applications of marketing decision-making may be explored. Readings, research, lectures, discussions or other appropriate methods are employed to stimulate student learning. Prerequisite: Completion of PMBA-8060. This course applies to the Marketing concentration.

PMBA-8371
Human Resource Management
3 credits (E)
This course is an introduction to the field of human resource management (HRM). The goal is to provide students with an understanding of current corporate HR practices. Common HR problems and the tools and procedures for dealing with them will be discussed. Contemporary topics such as strategic HR planning, international staffing, career planning, workforce diversity, work/family balance, and work motivation will be examined. EEO guidelines and their implications for human resource functions will be discussed as well. A combination of conceptual and experiential approaches include discussions, case studies, exercises, small group activities, and lectures. Prerequisite: Completion of MBA pre-program courses. This course applies to the Management concentration.

PMBA-8372
Management Skills
3 credits (E)
This is a practicum in interpersonal skills that are useful for practicing managers. Topics include motivating oneself and others, persuasive communication, creative problem-solving, managing conflict, using power constructively, managing change, and team management. Students are given opportunities to practice these skills in class and are asked to apply them to their current lives and report on the results of their applications. The course will provide students with a better understanding of the art of managing and of themselves as current or future managers. Prerequisite: Completion of MBA pre-program courses. This course applies to the Management concentration.

PMBA-8375
International Management
3 credits (E)
This course focuses on the complexities of working and managing in a global business environment. Emphasis is placed on cross-cultural awareness, international communication, and negotiations. Students will explore the effect of culture on organizational behavior, managerial decision making, and global leadership. Prerequisite: Completion of MBA pre-program courses. This course applies to the Management and Global Business concentrations. This course will satisfy the International elective requirement.

PMBA-8376
Organization Development and Effectiveness
3 credits (E)
This course focuses on Organization Development (OD), a discipline concerned with improving organizational effectiveness by means of planned, systematic interventions. The course will acquaint students with OD concepts, techniques, and skills. The course provides opportunities for students to explore and enhance their personal skills as change agents and consultants. The teaching/learning process emphasizes experiential activities and case analysis. Prerequisite: Completion of MBA pre-program courses. This course applies to the Management concentration.

PMBA-8377
Managing Workforce Diversity
3 credits (E)
This course explores the opportunities and challenges of the increasingly diverse workforce emerging in the U.S. today. It will address the knowledge and skills managers must develop in working with others who are different from themselves. Some of these differences are obvious - gender, race, age, and physical characteristics. Other differences are not as easily observed such as family structure, educational level, social class, and sexual orientation. Understanding and valuing diversity requires attitudinal self-assessment and change. Values, stereotypes, and prejudices will be explored through readings, reflective writing, and active involvement in discussions, projects, and activities. Prerequisite: Completion of MBA pre-program courses. This course applies to the Management concentration.

PMBA-8383
Entrepreneurship
3 credits (E)
The course deals with new business venture start-up. Topics include entrepreneurship concepts and characteristics, new venture types and pros/cons, choice of products/services, market study, marketing planning, financing, and business plan preparation. Practical exercises in developing business plans for new business ventures are part of the course. Prerequisite: Completion of MBA pre-program courses. This course is required for the Entrepreneurship concentration. This course applies to the Management concentration.

PMBA-8384
Consulting for New and Small Ventures
3 credits (E)
This course provides experience-based learning to students through the use of student teams to assist area small businesses/organizations. These small firms could have a variety of needs ranging from market research, improving financial reporting and bookkeeping, business planning, streamlining operational procedures, etc. This course will provide students the opportunity to experience in-depth analysis of an individual organization. The emphasis is on student consultants generating immediate, actionable recommendations for the client. Thus, this course is useful not only for those considering small business ownership, but provides an opportunity to students to learn entrepreneurial thinking. Prerequisite: Completion of MBA pre-program courses and permission of instructor. This course applies to the Entrepreneurship concentration.
PMBA-8389  
**Tax Planning for Entrepreneurs**  
3 credits (E)  
The business and personal finances of an entrepreneur are integrally related. Often personal resources fund business operations and business resources fund individual necessities and obligations. This course is designed to familiarize the entrepreneur with wealth maximization and tax minimization strategies for business and personal activities. This course covers basic tax compliance concepts and includes personal financial planning and estate planning issues. Restricted to MBA students only. Prerequisite: Completion of MBA pre-program courses. *This course is required for the Entrepreneurship concentration.*

PMBA-8397  
**Evidence Management and Presentation**  
3 credits (E)  
This course addresses legal issues and practical considerations involved in the collection, acquisition, analysis, and storage of digital evidence and presentation of digital and technical evidence to judges, juries and other decision makers. The law of evidence and its implications for the manner and method technical evidence is acquired and presented for consideration in court or in other proceedings (i.e. criminal, civil, or administrative). Requirements and preparation for the presentation of technical evidence as an expert or fact witness. Prerequisite: Completion of MBA pre-program courses.

PMBA-8402  
**The Business of Sports**  
3 credits (E)  
This course examines diverse managerial issues involving the sports industry. The course covers topics at the league level, the team level, the athlete-agent level, and the college level. The constituencies with interests in sports issues such as athletes, fans, media, companies, advertisers, and legislators are discussed along with global aspects of sports enterprises. Valuation issues related to sports teams are also covered. The course is designed to integrate all aspects of businesses as they apply to sports with an emphasis on strategy, management, marketing, and finance. Prerequisite: Completion of MBA pre-program courses.

PMBA-8491  
**Business Law**  
3 credits (E)  
Considers in depth the law relating to the sale of goods, commercial paper, and secured transactions as promulgated by the Uniform Commercial Code. Explores warranties, guarantees, remedies, and product liability. Also considers the law of agency, partnerships and corporations. International dimensions of sales law and related topics are addressed. Prerequisite: BUS-210 Introduction to Law: Contracts or its equivalent at another college or university. Students who have taken BUS-211 Commercial Law or BUS-214 Advanced Business Law cannot take this course. Note: This elective is particularly appropriate for students in the MAcc program and in anticipation of CPA law requirement. Prerequisite: Completion of MBA pre-program courses. *This course applies to the Entrepreneurship concentration.*

PMBA-8492  
**Ethical Issues in Business**  
3 credits (E)  
An introduction to identifying, analyzing and resolving ethical dilemmas in business. The course begins with a general introduction to ethics, considers ethical issues connected with the economic systems within which modern business takes place and heavily emphasizes contemporary cases that illustrate a wide range of ethical issues. Prerequisite: Completion of MBA pre-program courses.

PMBA-8493  
**Legal and Ethical Aspects of International Business**  
3 credits (E)  
A survey in issues affecting international business and multinational corporate policy and worldwide strategy and planning. Considers globalization, international dispute resolution, laws and treaties on trade and foreign investment, international labor issues, marketing, licensing and technology transfer law, organizational design and issues of ethics and social responsibility. The student is provided with an interdisciplinary approach to the law, policy and practical issues governing doing business overseas. Emphasis on practical situations. Students are expected to conduct outside readings and project/case development. Prerequisite: Completion of MBA pre-program courses. *This course applies to the Global Business concentration. This course will satisfy the International elective requirement.*

PMBA-8494  
**Employment Law for Business**  
3 credits (E)  
The course will present issues and case law related to the commencement of the employment relationship, terms and conditions of the relationship, discrimination in recruitment, employment and discharge, and wrongful termination. The course will analyze these areas and their impact on business decisions. Prerequisite: Completion of MBA pre-program courses. *This course applies to the Entrepreneurship concentration.*

PMBA-8495  
**Health Law**  
3 credits (E)  
The purpose of this course is to analyze the role of the law in promoting the quality of health care, organizing the delivery of health care, assuring adequate access to health care and protecting the rights of those who are provided care within a health system. It will also include the regulation of new drug development and advertising. Prerequisite: Completion of MBA pre-program courses.

PMBA-8880  
**Strategic Management**  
4.5 credits (B)  
This course provides an understanding of the strategic management process. Students will analyze and discuss concepts and cases relating to strategic management, make strategic decisions for a hypothetical company in the online computer simulation project, and develop a detailed action plan to resolve a hypothetical business situation. This course will cover the analysis of the strategic process of studying and forecasting the external environment of the firm, assessing the present and future enterprise strengths and weaknesses, setting enterprise goals with recognition of personal and societal goals, and evaluating performance and progress toward those goals. Provides the student with an integrated view of the functional decisions and corporate strategy. Students must take PMBA-8880 and PMBA-8880L concurrently. Prerequisite: All other MBA breadth courses.

PMBA-8902  
**Independent Study in Business Administration**  
3 credits (E)  
Involves a program determined by the individual faculty member and approved by the program director. Written assignments are required as part of this rigorous academic experience. Students are eligible for a maximum of one independent elective and should have completed at least three breadth courses prior to the start of the independent study. Prerequisite: Completion of MBA pre-program courses and permission of the Assistant Dean of Graduate Programs.

PMBA-8905  
**Internship**  
3 credits (E)  
In order to supplement in-class learning with practical training, an internship may be taken for three elective credits. The internship may not be done at a student’s current employer. An internship may only be taken if the student has been enrolled for at least one full academic year and during the semester he/she receives credit for the internship is taking at least three graduate-level classes (including the internship course). The course will be supervised by a full-time faculty member and will follow a structure similar to that of independent study. Course grades will be determined by evaluations from the student’s on-site supervisor, as well as the sponsoring faculty member. Prerequisite: Completion of MBA pre-program courses and permission of the Assistant Dean of Graduate Programs.

PMBA-8906, 8907, 8908, 8909  
**Selected Topics in Business Administration**  
3 credits (E)  
The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered. Prerequisites: To be announced and completion of MBA pre-program courses.
Course Descriptions
Executive Master of Business Administration (EMBA)

Please note: Since a key goal of the EMBA program is to emphasize application, the focus and method of delivery of the course content may vary.

EMBA-9001 Top Management Perspective 3 credits
This team-taught course will serve as the initial course of the EMBA program. The course will take place over three weekends. Top managers will also attend and provide their perspectives to students and faculty in attendance. This course will explore the “art” of case study analysis. Students will focus on identifying, analyzing, and resolving issues from a top management perspective. This course will consider various issues confronted by top managers and heavily emphasizes contemporary cases that illustrate a wide range of management issues. By having the course team-taught by a faculty member and an Executive-in-Residence, both the academic and applied aspects of business will be represented in the classroom. This sets the tone for the approach and philosophy of the entire program—a blending of business theory with real world application. Another of the course’s purposes is to allow the students to get to know one another, become acquainted with the faculty who will be teaching in the program, and receive an overview of the material that will be covered.

EMBA-9220 Financial Accounting 3 credits
This course provides a managerially-oriented focus on the aspects of financial accounting most relevant to business decision makers. Students will develop the ability to read, analyze, and interpret financial information for decisions regarding operating, investing, and financing activities as well as serving as a foundation for more advanced analysis in areas such as credit and equity decisions.

EMBA-9230 Economic Principles 1.5 credits
This course focuses on how markets work in different settings (structures). The course begins by establishing basic relationships between consumer behavior and demand, and production costs and supply. The remainder of the course focuses on profit-maximizing strategies in different market structures (perfect competition, monopoly, and imperfect competition). Also, this course provides an introduction to the basic economic concepts to prepare students for EMBA-9231, Managerial Economics.

EMBA-9231 Economic Analysis and Decision Making 3 credits
This course focuses on using economic methods for making managerial decisions affecting the value of the firm. Topics include demand analysis, production and costs, employment decisions, project evaluation, profit-volume analysis and pricing strategies under a variety of settings. The course emphasizes integration between economics, accounting, and finance.

EMBA-9240 Corporate Finance 3 credits
This course introduces modern corporate finance principles that today’s managers should know. Its purpose is to give students a thorough introduction to the theory and practice of financial management. The course reviews the principles executives need to acquire to manage for value creation. Topics covered include valuation of securities, capital budgeting, cost of capital, capital structure, and value-creating decisions in a global environment.

EMBA-9250 Statistical Analysis for Business 3 credits
This course introduces students to basic concepts and methodologies in probability theory and statistics. Emphasis is on real-world application of reasoning of techniques used for interpreting data for decision criteria of managerial decision making. Topics include probability, variables, estimation, hypothesis, regression, and sampling. Concepts of learning are facilitated through real-world practices.

EMBA-9251 Service and Production Management 3 credits
This course focuses on the issues, concepts, skills, and techniques related to the management of operations of organizations. Students are introduced to various techniques of operations research and management science as they are applied to decision making in the management of operations. Topics include productivity, supply chain management, manufacturing strategies, and competitiveness.

EMBA-9260 Strategic Marketing 3 credits
The focus of this course is to provide students with the analytical skills required to understand and assess complex marketing situations in order to develop and implement appropriate marketing strategies. Identifying individual case factors and understanding the relationship between developments of strategies is emphasized. Students will apply the material using real-world cases faced by organizations.

EMBA-9270 Management and Team Skills 3 credits
This course is based on the assumption that management and team skills can be learned. To learn skills requires active involvement in the classroom exercises and many learning opportunities come from group activities. To develop these skills, students will need to set personal goals and experiment with new behavior. This course will involve a variety of in-class exercises including self-assessments, interpersonal activities, and a team project.

EMBA-9271 Leadership 3 credits
This course has been designed to provide students with an understanding of leadership from both a scholarly and a practitioner perspective. The purpose is to help students understand what it means to be a leader in general and in the current business environment specifically. Students will be encouraged to consider their own leadership aspirations, to observe others in leadership roles, and to test their own leadership acumen.

EMBA-9301 Corporate Governance: Legal and Ethical Issues 3 credits
This team-taught course provides an overview of corporate governance. The governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as the board of directors, managers, shareholders, and other stakeholders. In this course, students will discuss the importance of corporate governance and the roles of various stakeholders in the governance structure. Conflicts of interest that arise between the stakeholders and approaches to mitigate those conflicts will be a central focus of the course. Because corporate governance plays an integral role in creating a culture in which ethical behavior is the norm, this course will also focus on identifying, analyzing, and resolving ethical dilemmas in business. The course will consider ethical issues confronted by managers and heavily emphasizes contemporary cases that illustrate a wide range of ethical issues.

EMBA-9302 Corporate Performance Evaluation 3 credits
This team-taught course emphasizes to executives that shareholder value creation should be an enduring focus of concern because value is the foundation of survival and prosperity for the enterprise. The course introduces multiple perspectives in evaluating the performance of the firm. Among them are management control systems, financial statement analysis, cash flow analysis, and the balanced score card (BSC) including Economic Value Added. The nature of these approaches to evaluation draws from the disciplines of accounting and finance. Structuring the course as a team-taught course in which instructors from both of these disciplines will be present helps to ensure that students will receive a comprehensive and integrated understanding of the course topics. Students will experience using real-world cases in evaluation.

EMBA-9303 International Business Seminar with Travel Experience 3 credits
The purpose of this course is to examine the intricacies of conducting business internationally. With each offering, the course will focus on parts of the world
where emerging economies are becoming influential players in international business. Examples of these emerging economies include China, South America, Argentina and Chile in particular, and Eastern Europe or Southeast Asia. The influence of external forces resulting from the socio-cultural, economic, technological and political aspects of the macro-environment will be examined. The competitive environment will be examined from the perspective of both multinational and domestic corporations. Finally, consideration will be given to the corporate level strategies and the functional operation of these corporations as they compete for market share, financial investment and human resources.

**EMBA-9310**  
Information Technology and Management  
3 credits  
This course enables current and future senior executives to gain a strategic perspective of information technology resources within the organization. The focus is on opportunities and challenges associated with managing technological resources as well as how the effective management of information technology can improve competitive positioning and operational performance. Course format will be a combination of lectures, guest speakers, case studies, and hands-on exercises. Experiential learning opportunities will allow students to work with real-world case studies using relevant technologies.

**EMBA-9362**  
Product Development and Commercialization  
3 credits  
The purpose of this course is to provide an in-depth overview of the Product Development and Commercialization (PD&C) process. This will be done through the analysis of cases that describe actual PD&C as well as innovation problems faced by a variety of organizations (e.g. consumer, healthcare service). Topics covered include innovation funding, opportunity analysis, common PD&C challenges and issues, and the interface among various disciplines to achieve best-in-class PD&C strategies.

**EMBA-9880**  
Strategic Management and Policy  
3 credits  
The capstone course focuses on the elements required to make effective strategic decisions in organizations with reference to the impact these decisions have on all stakeholders. The purpose of this course is to provide students with an understanding of the strategy process through an analysis of how a firm develops a mission, vision, and establishes a sense of purpose while simultaneously monitoring the external environment for emerging opportunities and threats. Topics focus on real-world cases, the evolution of strategic management processes, and strategies for a global world.

**EMBA-9900**  
Leadership Edge  
Required, not for credit  
This course is structured as pass/fail. It provides students at, or aspiring to, executive positions within their organization’s career, leadership, management development with a real-time, practical approach to leadership. This differentiator and developmental component is referred to as “The Leadership Edge.” Students will reflect on self-assessments completed as part of the program. They are then able to leverage the Leadership Edge experience by pursuing different methods of developing career, leadership, and management competencies to fill identified gaps. Opportunities for development are met through group sessions and student participation in individual (private) coaching or group seminars to discuss personal career and organizational situations. The choice of which avenue is taken (individual or group) is made on an integrated group basis.

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**For more information:**

**College of Business Administration (CBA)**  
[www.rider.edu/cba](http://www.rider.edu/cba)

**Master of Accountancy (MAcc)**  
[www.rider.edu/macc](http://www.rider.edu/macc)

**Master of Business Administration (MBA)**  
[www.rider.edu/mba](http://www.rider.edu/mba)

**Executive MBA (EMBA)**  
[www.rider.edu/emba](http://www.rider.edu/emba)
## Pre-Program Courses

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<tr>
<th></th>
<th>Existing Program</th>
<th>Revised Program</th>
<th>Credit Hrs</th>
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<tbody>
<tr>
<td>No MBAD equivalent</td>
<td></td>
<td>PMBA-8000 Executive Communications</td>
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<tr>
<td>No MBAD equivalent</td>
<td></td>
<td>PMBA-8050 Introduction to Calculus</td>
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<tr>
<td>MBAD-501 Statistical Analysis</td>
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<td>PMBA-8051 Fundamentals of Statistical Analysis</td>
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<td>MBAD-511 Management Information Systems</td>
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<td>PMBA-8010 Information Technology</td>
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<tr>
<td>MBAD-524 Fundamentals of Accounting</td>
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<td>PMBA-8020 Fundamentals of Accounting</td>
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<td>MBAD-531 Economic Analysis</td>
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<td>PMBA-8030 Economic Analysis</td>
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<td>MBAD-540 Financial Management</td>
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<td>PMBA-8040 Basic Financial Principles</td>
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<td>MBAD-560 Marketing Management</td>
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<td>PMBA-8060 Basic Marketing Principles</td>
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<tr>
<td>MBAD-570 Management Theory</td>
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<td>PMBA-8070 Management Theory &amp; Application</td>
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## Breadth Courses

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<th>Existing Program</th>
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<tr>
<td>MBAD-730 Economic Analysis and Decision Making</td>
<td>PMBA-8230 Managerial Economics</td>
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<tr>
<td>MBAD-740 Financial Analysis and Decision Making</td>
<td>PMBA-8240 Applied Corporate Finance</td>
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<td>MBAD-760 Advanced Organizational Behavior</td>
<td>PMBA-8270 Advanced Organizational Behavior</td>
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<tr>
<td>MBAD-770 Marketing Analysis and Decision Making</td>
<td>PMBA-8260 Marketing Analysis &amp; Decision Making</td>
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<td>No MBAD equivalent</td>
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<td>PMBA-8210 Information Technology Management</td>
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<td>No MBAD equivalent</td>
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<td>PMBA-8220 Strategic Accounting for Managers</td>
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<tr>
<td>No MBAD equivalent</td>
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<td>PMBA-8250 Operations &amp; Supply Chain Management</td>
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<td>No MBAD equivalent</td>
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<td>PMBA-8290 Legal &amp; Ethical Aspects of Management</td>
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<tr>
<td>MBAD-780 Strategic Planning &amp; Policy*</td>
<td>PMBA-8880 Strategic Management</td>
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*Will continue to be offered through Spring 2011

## Electives

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<th>Existing Program</th>
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<tr>
<td>MBAD-610 Business Technology and Data Mining</td>
<td>PMBA-8312 Data Mining</td>
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<td>MBAD-611 Electronic Commerce</td>
<td>PMBA-8313 Electronic Commerce</td>
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<td>PMBA-8314 Project Management</td>
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<td>No MBAD equivalent</td>
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<td>PMBA-8315 Globalization and Technology</td>
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<td>MBAD-616 Selected Topics in CIS</td>
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<td>PMBA-8319 Selected Topics in CIS</td>
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<td>MBAD-629 Tax Planning for Entrepreneurs</td>
<td>PMBA-8389 Tax Planning for Entrepreneurs</td>
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<td>MBAD-633 Business Conditions and Forecasting</td>
<td>PMBA-8333 Business Conditions and Forecasting</td>
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<td>MBAD-634 Industrial Organization</td>
<td>PMBA-8334 Industrial Organization</td>
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<td>MBAD-635 International Trade and Investment</td>
<td>PMBA-8335 International Trade and Investment</td>
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<td>MBAD-638 Healthcare Economics</td>
<td>PMBA-8338 Healthcare Economics</td>
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<td>MBAD-641 Corporate Treasury Management</td>
<td>PMBA-8341 Corporate Treasury Management</td>
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<td>MBAD-643 Investment Instruments and Strategies</td>
<td>PMBA-8343 Investment Instruments and Strategies</td>
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<td>MBAD-646 Financial Modeling</td>
<td>PMBA-8346 Financial Modeling</td>
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<td>MBAD-647 Portfolio Management</td>
<td>PMBA-8347 Portfolio Management</td>
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<td>MBAD-661 Business to Business Marketing</td>
<td>PMBA-8361 Business to Business Marketing</td>
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<td>MBAD-662 Marketing Communications</td>
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<td>MBAD-663 Consumer Behavior</td>
<td>PMBA-8363 Consumer Behavior</td>
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<td>MBAD-664 Marketing Research</td>
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<td>MBAD-665 International Marketing Management</td>
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<td>MBAD-669 Selected Topics in Marketing</td>
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<td>MBAD-672 Management Skills</td>
<td>PMBA-8372 Management Skills</td>
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<td>MBAD-675 International Management</td>
<td>PMBA-8375 International Management</td>
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<td>MBAD-676 Organization Development and Effectiveness</td>
<td>PMBA-8376 Organization Development and Effectiveness</td>
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<td>MBAD-677 Managing Workforce Diversity</td>
<td>PMBA-8377 Managing Workforce Diversity</td>
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<td>MBAD-682 Business Law</td>
<td>PMBA-8491 Business Law</td>
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<td>MBAD-683 Entrepreneurship</td>
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<td>MBAD-684 Ethical Issues in Business</td>
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<td>MBAD-686 Employment Law for Business</td>
<td>PMBA-8494 Employment Law for Business</td>
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<td>MBAD-687 Evidence Management and Presentation</td>
<td>PMBA-8397 Evidence Management and Presentation</td>
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<td>MBAD-688 Health Law</td>
<td>PMBA-8495 Health Law</td>
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<td>MBAD-689 Consulting for Small and New Businesses</td>
<td>PMBA-8384 Consulting for New and Small Ventures</td>
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<td>MBAD-690, 1, 2, 3 or 4 Independent Study in Business Administration</td>
<td>PMBA-8902 Independent Study in Business Administration</td>
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<td>MBAD-695 Internship</td>
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<td>MBAD-696, 7, 8 or 9 Selected Topics in Business Administration</td>
<td>PMBA-8906, 7, 8 or 9 Selected Topics in Business Administration</td>
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<td>MBAD-697 Sports Management</td>
<td>PMBA-8402 The Business of Sports</td>
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