The Core Course and Academic Guide is designed to assist faculty members teaching core courses and students preparing their program of study. Because the core courses form the majority of MBA classes, and are an important part of other masters degree programs, it is important that the knowledge and skills they impart be consistent, regardless of instructor or campus location. This objective is achieved by standardizing, to the extent possible, learning objectives, textbooks and course expectations throughout the core. It is imperative that all Lubin faculty teaching graduate courses be familiar with the materials in this document.

Faculty teaching core courses are expected to follow the recommendations in the Guide as closely as possible. Alternative textbooks, topical coverage, delivery mode or course requirements may, from time-to-time, be used provided advance approval is given by the appropriate graduate program chair and the Director of Graduate Programs. Students should review the Guide for general information on course content, but not expect any particular course to be identical to the descriptions contained in the Guide. The information in the Guide will usually not be as complete as the information in a syllabus, which will contain specifics on grade determination, ADA accommodation and ethical expectations. Students who need assistance interpreting this guide should seek help from a Lubin faculty member or the Lubin Office of Graduate Academic Advisement and Student Development.

Peter Hoefer, Ph.D.
Associate Dean and
Director of Graduate Programs
Lubin School of Business
Pace University
OBJECTIVES OF THE CORE CURRICULUM

Common to Lubin’s MBA program is a carefully planned sequence of core courses designed to prepare students to assume broad management responsibilities. To help accomplish this, the objectives of the core curriculum are to:

1. Provide students with a graduate-level foundation in the fundamental concepts and principles of those business disciplines that underlie the operation of all business enterprises.
2. Help develop analytical skills for decision-making.
3. Encourage the development of behavioral skills for dealing effectively with others.
4. Help prepare the professional skills that are necessary for success in business.
5. Enhance the communication skills necessary to impart the knowledge of business concepts, principles and techniques to others.
6. Help develop an understanding of the domestic and global environments in which business operates,
7. Enable students to integrate the concepts and techniques from various business disciplines and apply them to complex management problems.
8. Prepare students for the more advanced and specialized components of the MBA (and, in some cases, MS) programs.
9. Impart a professional attitude and managerial perspective.
10. Bring students with various educational and experiential backgrounds up to a common level of business knowledge.
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Emergency Closings
English Language Institute
Faculty Advisors and Department Chairs (Lubin)
Financial Aid
Graduate Admissions
Graduate Assistantships
International Education Office
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Office of the Associate Dean and Director of Graduate Programs
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BUSINESS WRITING

BUS 043

COURSE DESCRIPTION

Designed to improve overall performance in business writing using American English (ENG 040 and ELI 084 are required for students with ESL problems). Assignments consist of weekly memos, brief reports and business letters based on case analyses. Writing topics include purpose and audience; organization and format; business diction and tone; persuasive strategies; and correct American-English grammar. Grading is on a pass/fail basis.

TEACHING METHOD

This class is conducted as a weekly workshop in writing. Students write, discuss and critique the week’s assignment, and analyze exercises in grammar and diction. Intensive attention is given to all aspects of effective business writing in American English. Assignments must be created on a word processor. Students may submit assignments electronically. Notebook or laptop computers may be used in class for note taking and writing.

RECOMMENDED TEXTBOOKS


TOPICAL OUTLINE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
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| 1 | Introduction to business writing. Use of dictionaries. Communication models: sales letter, information letter, memos; correctness; readability, diction.  
*Case:* Taxing IRA’s and bonds; inter electronics; which style is yours?  
*Exercise:* Grammar. |
| 2 | Purpose and Audience. What, when and why of communication; written versus oral message. Word-processing; email; fax; spell check. |
| 3 | Organization and Format – Memos. Clarity and brevity; data, facts, subject line; corporate culture and formats; reports. |
| 4 | Strategies of Persuasion - Letters. Writer credibility; tone, audience attitude; knowledge of subject.  
*Case:* Ivory Piano Keys.  
*Exercise:* Grammar. |
5 Business Language – Oral and Written. Jargon, tone, style; relations to audience, setting.
   Case: Freddy Pumpkin Telephone 900 numbers, Diction worksheet; homonyms.

6 Writing Process and Readability – E-mail. Sentence structure, variety, length; correct usage and grammar; punctuation; idiom.


COURSE REQUIREMENTS

All assignments must have been created on a word processor and printed in good quality. Attendance is mandatory.

GRADING

All written assignments will be evaluated according to the criteria for good business writing. A copy of these criteria will be provided at each sitting of the Writing Proficiency Test, and in the BUS 043 classes. The final grade, Pass/Fail, will be based on written assignments, improvement and an exit examination.
COURSE DESCRIPTION

Presents theory and develops skills for managing individual and group dynamics within business organizations. Enables students to increase their effectiveness in organizations by developing their cognitive and affective capacity to build constructive relationships with individuals and groups. Engages students in simulated managerial and organizational situations to help them expand their diagnostic and process capabilities and transfer those capabilities to job settings. Combines theoretical frameworks, personal assessment, interpersonal effectiveness, and structured experiences to develop proficiency in choosing appropriate behavioral approaches to problem solving. Should be taken early in student’s MBA program, preferably in the first semester.

LEARNING OBJECTIVES

Organizational Behavior and Leadership Skills to improve students’ productivity, performance, and sensitivity by helping them to:

- Understand management theory, particularly as it relates to individual and group dynamics in organizations.
- Assess their competence as leaders and develop plans to improve those areas in which they recognize deficiencies.
- Increase their repertory of leadership skills and be able to select, from that repertory, initiatives and responses appropriate for specific situations.
- Develop the self-awareness and respect for others necessary to lead, follow, and communicate effectively.

RATIONALE FOR THE COURSE

The course combines the organizational behavior theory and behavioral skills MBA students need to perform successfully as individuals and as group and team members in organizations. More specifically, the course:

- Provides students with numerous opportunities to connect organizational behavior theory and management practice.
- Fulfills students’ expectations by providing leadership skills for career advancement.
- Meets the need for increased personal and group skills that employers have called for in studies and articles.
• Gives students increased self-confidence and experience in using a wide range of educational methods, such as teamwork and presentation skills, that should apply to other MBA courses.

• Supports the mission and strategy of the Lubin School of Business by enabling students to develop, in a supportive environment, a theoretical understanding of individual and group behavior as well as professional leadership skills that are valuable to them, their colleagues, and their employers.

TEXTBOOKS


Greenberg, Jerald; & Baron, Robert A. Behavior in Organizations, 8th ed. Prentice Hall, NJ: Upper Saddle River

SUPPLEMENTARY MATERIALS

The primary supplements for the main text are articles that provide contemporary examples and classic examinations of common organizational problems and opportunities. Students are expected to read and be prepared to discuss articles for each class session.

Additional simulations, instruments, team learning experiences, films on pertinent topics and videotapes of classroom exercises are also used as class material.

TOPICAL OUTLINE

The following topical outline generally describes the flow of the course. The syllabus for each section should be checked, however, to verify its detailed schedule since topics and activities may vary somewhat from section to section.

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COURSE REQUIREMENTS

Written assignments link management theory and practice. Students are required to submit at least one substantial written assignment at the end of each semester and two to three shorter written assignments during each term. In addition, written preparation is required for many class sessions and all students make two presentations, either as individuals or as members of teams, during the sequence. Students are expected to participate actively and constructively in all assessments, exercises, case discussions, discussions of readings, and class and small group activities and debriefings.

TEACHING METHODS AND ROLE OF THE COMPUTER

Since the course is expected to help students improve their knowledge of organizational behavior and their ability to interact effectively with others both personally and at work, the teaching methods used, while varied, should involve students in the learning process directly and actively. These methods include at least the following:

- experiential exercises, especially those that simulate actual business situations
- small group discussions on readings and on the results of experiential exercises
- case analysis and discussion
- work-related projects that require students to report, either orally or in writing, on analyses, syntheses, and evaluations related to actual situations
- assignments and discussions that require students to apply and/or critique management concepts and theories in actual organizational situations
- assignments that promote personal reflection on, and assessment of, students' own experiences in personal and work settings
- modeling of appropriate behaviors both explicitly and implicitly in conducting class sessions
- involvement of students to the greatest extent possible in designing and carrying out activities that are related to the subject matter of the sequence and are particularly meaningful to them
- use of video and audio recording and playback for self-assessment and individual and group feedback
- use of the Internet for E-Mail correspondence with instructor and other students, Blackboard, and research for presentations and written assignments
- use of PowerPoint for in-class formal presentations
MARKETING AND ELECTRONIC COMMERCE

MBA 622
3 CREDITS

COURSE DESCRIPTION

An overview of concepts, structure and operation of domestic and international marketing systems. Topics include the firm's marketing mix (product, distribution, persuasion (promotion, advertising, publicity, etc., pricing and e-commerce). Other topics include legal and ethical responsibilities, development and evaluation of marketing plans (industrial and final consumers), macro-environmental analysis (cultural, legal, competitive, social, political, economic) and regional marketing within global/international firms. Case studies will be used to apply marketing concepts to real situations. Instructors may deviate from the suggested master syllabus by substituting cases, projects and/or texts.

LEARNING OBJECTIVES

By the end of the course, students should be able to:

• Identify attractive market segments and develop an appropriate target marketing strategy.
• Design marketing strategies to maintain and expand customer relationships profitably.
• Identify, evaluate and react to changes in the demographic, economic, technological, and political environments affecting the organization as well as its suppliers, partners and customers.
• Understand the complexities of the consumer and business buying-decision process and the major factors that influence these buyers' behaviors.
• Support new-product development activities from idea development through implementation of product/service launch.
• Develop a comprehensive marketing mix for all products and services that balances common trade-offs and alternatives in pricing, distribution, selling and sales management and promotion.
• Develop integrated marketing communications programs to support ongoing sales and service activities of the organization.
• Evaluate and critique their organization's strategic and tactical programs and activities as well as those of their competitors.

RECOMMENDED TEXTBOOKS


ROLE OF THE COMPUTER

The primary method for accessing the instructor and fellow team members is through Blackboard discussion boards. Assignments in the syllabus explain specific expectations for each week. Don't hesitate to post your question to the class discussion board if you ever feel confused about what is expected. Generally, it is assumed students will spend approximately five hours per week on class assignments and preparation for in-class assignments and discussions.

COURSE REQUIREMENTS

TERM PROJECT:

A group or individual term project is required. The group/individual project will be assigned at the first
class meeting. Periodically, you will receive questions (tied to readings and lectures) to complete and incorporate into your group project.

Typically, a class presentation of your project will be scheduled for the latter part of the semester. All members of your team are expected to participate in the presentation. You will be notified as to the expected length of your written and oral presentation once details of the project are discussed in class. A printed copy of your presentation must be submitted in accordance with the guidelines prescribed in class. Some project may require submission one week prior to the oral presentation, others will require submission on the day of your presentation.

Generally, the combined weight of your oral and written presentation is 30 percent of your final grade. This includes both your oral and written presentation.

Collaboration is essential to the successful completion of your term project assignment. It is expected that every team member will fulfill the tasks and responsibilities established and maintain their personal commitment to the agreed upon goals.

CASES: (Selection of cases are subject to changes in the assigned textbook)

A variety of cases will be assigned for analysis. Details of the analytical requirements will be discussed in class. At least two cases will be assigned for analysis. The combined weight of these assignments is 30 percent of your final grade. Note that E-commerce will be integrated into course material by a series of cases covering companies such as: Priceline.com, Enterprise Rent-A-Car; and Wal-Mart.

EXAMS:

Ordinarily two in-class exams will be given, but this may vary by instructor. The exam format will be a combination of short essay questions reflective of course content and require analysis and computation. The second exam may be cumulative of the course material. A review will be held a week before the final exam. The exam weight is 40 percent of your final grade.

EVALUATION OF COURSE AND INSTRUCTION:

Evaluation is an important element of all instructional experiences. In fact, just as important as the evaluation of your work and contribution to the course is your evaluation of the course and instructor. Faculty wants you to provide feedback during the course, so kindly provide periodic informal feedback. Suggestions are welcomed, and they can contribute to a better learning experience for all concerned. A formal evaluation of the course and instructor is required and will be conducted toward the end of the semester. This evaluation is administered by the Office of the Associate Dean for Graduate Programs and Studies.

INSTRUCTOR RESPONSIBILITIES:

a. Present materials representative of the course.

b. Supplement lectures with case histories, illustrations, anecdotes, etc.

c. Cultivate and maintain an environment conducive to learning.

d. Evaluate assigned materials and return (grades) on a timely basis.
**TOPICAL OUTLINE**

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   a. Personal selling  
   b. Mass selling

2) Media and media considerations

3) Determining the effectiveness of advertising

Topic: PRICING  
[Text: Chapters 11, 12]

1) Pricing methods
2) Pricing policies
3) Pricing strategies
4) Legal strategies
5) Elasticity’s
6) Market Structure
7) Cost concepts
8) Break-Even
FINANCIAL AND MANAGERIAL ACCOUNTING

MBA 624
4 CREDITS

COURSE DESCRIPTION

Covers basic accounting theory and practice with special emphasis on the concepts underlying income determination, preparation of the statement of financial position, and the managerial uses of accounting information. Topics include transaction analysis, revenue and expense recognition, accounting for merchandising, manufacturing and cost operations, stockholder’s equity transactions, cash flows, capital and flexible budgeting and special analysis for management.

LEARNING OBJECTIVES

After successfully completing this course, students will be able to:

- Record financial transactions.
- Prepare, analyze, and interpret financial statements (profit and loss, financial position, and cash flows).
- Use relevant costs in making managerial decisions such as a decision to add or drop a product line or department, make or buy a product or component, sell or process further a product.
- Demonstrate an understanding of basic standard cost systems for evaluating business performance.

RECOMMENDED TEXTBOOKS


ROLE OF THE COMPUTER

Blackboard is available to support all courses.

TOPICAL OUTLINE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Accounting, An Introduction to its Concepts, Recording Transactions</td>
</tr>
<tr>
<td>2</td>
<td>Adjusting the Accounts and Preparing the Statements, the Work Sheet, and Closing the Accounts</td>
</tr>
<tr>
<td>3</td>
<td>Accounting for a Merchandising Concern</td>
</tr>
<tr>
<td>4</td>
<td>Receivables and Short Term Investments</td>
</tr>
</tbody>
</table>
COURSE REQUIREMENTS

Mid-term and final exams; selected problems from text.

TEACHING METHODS

The MBA 624 course is composed of lectures, assigned homework problems and exercises.
BUSINESS ECONOMICS

MBA 626
4 CREDITS

COURSE DESCRIPTION

Introduces the principles of microeconomics and macroeconomics. Provides the tools and quantitative techniques to understand and analyze the pricing and production decisions by managers of individual firms as well as current economic policy issues on the national and international level. Microeconomic topics include: The nature of economics, supply and demand, elasticity of demand, production and costs, and various market structures. Macroeconomic topics include: The monetary and banking system, inflation, economic fluctuations and growth, monetary and fiscal policy for maintaining stability and growth.

LEARNING OBJECTIVES

- Describe microeconomics concepts including:
  Supply and demand
  Elasticity of demand
  Production and costs
  Market structures

- Describe macroeconomics concepts including:
  The monetary and banking system
  Inflation
  Economic fluctuations and growth
  Monetary and fiscal policy for maintaining stability and growth

- Apply these micro and macroeconomics concepts to the analysis of realistic business situations

- Use economic tools and quantitative techniques to analyze:
  Managers’ pricing and production decisions
  Current national and international economic policy issues

RATIONALE FOR THE COURSE

The economic principles covered in this course are essential to any informed MBA candidate skilled in appraising real world economic issues and their worldwide impacts. The course is designed to provide the tools of economic analysis for better business decisions. Through readings, lectures, discussions, and reports, students are encouraged to consider the effects of the economic environment on society at large and on business investment decisions in particular.

RECOMMENDED TEXTBOOKS

SUPPLEMENTARY MATERIALS

Instructors will provide supplementary readings. In addition, students are required to read the business pages of a financial newspaper or articles from business periodicals posted by instructor on Blackboard as input to relevant class discussions.

ROLE OF THE COMPUTER

The Blackboard program will be used as a course management tool for communicating with students and providing them with general course information and documents, assignments, deadlines, etc.

TOPICAL OUTLINE

WEEK  TOPIC
1    Basic Economic Concepts and Models
2    Supply and Demand
3    Elasticity and Its Applications
4    Costs of Production
5    Business Firms and Profit Maximization
6    Business Decisions in Competitive and Monopolistic Markets
7    The Monetary System
8    Money and Inflation
9    The Balance of Payments and Exchange Rates
10   The Data of Macroeconomics
11   Aggregate Demand, Aggregate Supply and the Determination of National Income
12   The Influence of Monetary and Fiscal Policy on Aggregate Demand
13   Current Debates over Macroeconomic Policy
COURSE REQUIREMENTS

Mid-term and final exams; problem-solving exercises and applied problems to be assigned by the instructor.

TECHNICAL LEVEL

Graphical techniques and elementary algebra will be employed throughout the course. Marginal analysis using these tools will be utilized to demonstrate optimal business decision-making.
BUSINESS STATISTICS AND MODELING

MBA 628
4 CREDITS

COURSE DESCRIPTION

This course provides the quantitative foundation for business analysis and decision-making. The course introduces students to descriptive statistics, probability, statistical inference and regression analysis with wide applicability in decision-making and problem solving in all functional areas of business. In addition, the course introduces the decision modeling tools of linear and nonlinear programming and simulation, with applications in finance, production and marketing. The statistical methods will be integrated in the decision modeling. The course develops expertise in using Excel or an approved professional statistical package in data analysis in every topic.

LEARNING OBJECTIVES

Business Statistics and Modeling provides the necessary management science background that enables the business student to have knowledge and proficiency in specific quantitative areas. In particular, the business student who completes the course will be able to

- Realize the importance and some of the myriad applications of data collection and analysis in today’s world by solving problems with reasonably large and diverse sets of data
- Understand the nuances of descriptive and analytical statistics by building and analyzing real-life models using sophisticated software
- Apply sophisticated software in the modeling of decision making and supporting fields such as linear programming and simulation

RATIONALE FOR THE COURSE

Effective modern management requires managers to understand that decisions must be based on the analysis of data and recognizing the ubiquity of variation in processes. Decision modeling provides the tools for making decisions in a complex and rapidly changing global environment.

TEXTBOOK


The text comes with a CD ROM with the few EXCEL add-ins used in the course. In particular, the simulation package is @RISK, which is widely used in business spreadsheet modeling.

TOPICAL OUTLINE

The following topical outline generally describes the flow of the course. The syllabus for each section should be checked, however, to verify its detailed schedule since topics and activities may vary somewhat from section to section.
Week     Topic
1        Collecting valid data. Describing unvaried data
2        Describing bivariate relationships with correlation and regression
3        Measuring uncertainty with probability
4        Modeling variables governed by chance: Random variables, binomial, Poisson and normal distributions
5        Measuring the variability of sample statistics. Using samples to estimate parameters
6        Using samples to test hypotheses. Quality control application
7        Using regression for estimation (two nominal hours). Midterm exam (half class) (two nominal hours)
8        Regression applications
9        Modeling business problems in a spreadsheet. Decision modeling with linear programming
10       Application in finance, marketing and production
11       Portfolio applications using nonlinear programming
12       Simulation in a spreadsheet
13       Running the simulation experiment. Statistical analysis of results
14       Final exam

COURSE REQUIREMENTS

Written assignments link management theory and practice. Students are required to submit at least one substantial written assignment at the end of each semester and two to three shorter written assignments during each term. In addition, written preparation is required for many class sessions and all students make two presentations, either as individuals or as members of teams, during the sequence. Students are expected to participate actively and constructively in all assessments, exercises, case discussions, discussions of readings, and class and small group activities and debriefings.

TEACHING METHODS AND ROLE OF THE COMPUTER

Either Microsoft® EXCEL or an approved professional statistical package is appropriate for this course. Faculty will use Blackboard to support communication and the dissemination of information.
OPERATIONS AND QUALITY MANAGEMENT

MBA 630
4 CREDITS

COURSE DESCRIPTION

Provides an understanding of the management and planning of service and manufacturing operations and their roles in organizations. The operations function comprises all of the diverse activities involved in the delivery of services and the production of goods. A theme of the course is the role that the design, management and improvement of the processes that produce and deliver goods and services play in determining a company's global competitiveness and survivability of an organization. Other topics essential to the effective management of operations are: forecasting, process flow analysis, technology management, capacity planning, materials management and reengineering. The computer will be used throughout the course to facilitate analysis.

Prerequisite: MBA 628

LEARNING OBJECTIVES

By the end of the course, students should be able to:
• Create an operations strategy to support the business strategy
• Appreciate the importance of operations and its strategies, concepts and tools as a critical function of business
• Identify the operational capabilities needed to support a business strategy
• Define and characterize key business processes
• Establish clear performance objectives and process measures
• Effectively manage demand and process variability

RATIONALE FOR THE COURSE

Operations is concerned with the systematic design, management and improvement of the processes that transform inputs into finished goods or services. Operations is one of the primary functions of a firm. As marketing induces the demand for products and finance provides the capital, operations produces the product (goods and services).

This course provides a foundation for understanding the operations of a firm. The objective is to provide the basic skills necessary to critically analyze a firm's operating performance and practices by the end of the course. Such knowledge is important for careers in a variety of areas, including general management, entrepreneurship, investment banking (e.g. business restructurings, mergers and acquisitions), venture capital (e.g. evaluating new business plans) and management consulting (business restructuring improvement).

Unlike many courses in the core, which tend to treat the firm as a "black box", MBA 630 is primarily concerned with "opening up" the black box and discovering what makes a firm "tick" - or, for that matter, "stop ticking". In contrast to management courses, the focus is on the technological rather than human dimension of a firm's internal operations though there are obvious connections between the two. In contrast to the measurement focus of accounting courses, the course is concerned with understanding what elements of a firm's operations enable it to produce quality outputs at a competitive cost structure. Put another way, the course is focused on how the "physics" of material, work and information flows, and the design and management of a firm's processes interact to determine a firm's cost structure and its ability to
compete effectively in terms of non-cost measures such as quality, variety and speed.

Because the operations of a firm vary widely from one industry to the next, a course like this cannot cover all topics that are relevant to any given industry. Rather, MBA 630 focuses on a set of topics that are fundamental to understanding operations in a wide range of industries. These concepts are then illustrated using cases from a diverse set of businesses.

RECOMMENDED TEXTBOOKS

There is no one textbook that captures all of the issues we will be covering in this course and presents them in an appropriate and acceptable manner. We will thus rely on a combination of sources for information including class notes, articles, and cases.

Assigned material should be read before class to facilitate understanding and class discussion.

The course texts will be selected from the following:


Goldratt and Cox. The Goal. 2nd ed. North River Press. (G&C)


In this course, we will learn how to use some powerful quantitative tools. The application of these tools will usually require analysis on a computer. To help build your problem-solving skills, we will do most quantitative analysis using a spreadsheet program.

ROLE OF THE COMPUTER

Use Microsoft® EXCEL for Windows 95 or later.

TOPICAL OUTLINE

Week Topic

1. I. OVERVIEW OF OPERATIONS; THE PROCESS PERSPECTIVE

   Course introduction and overview; definition of operations management; strategic importance of operations; business processes and performance measures; the competitive role of operations.

   Text: C&A, Chapters 1 & 2
   Video: “Benetton Plant Tour”

2. II. PROCESS ANALYSIS

   Application of competing on capabilities; taxonomy of production and service processes; product-process matching; process technology; process flows.

   Text: C&A, Chapters 4,5; G&C, Chapters 1-10
   Reading: “Types of processes”, “Link manufacturing process and product life cycle”, “A note on production processes and process flow analysis”
   Video: “King Super Bakery Production”
   Case: Benetton (A)
3. Application of aligning production/service processes with business objectives; bottleneck analysis.
   
   **Text:** G&C, Chapters 11-20  
   **Cases:** McDonald’s Corporation, Burger King Corporation

4. Forecasting for operations; qualitative and quantitative approaches; measuring accuracy
   
   **Text:** C&A, Chapter 13

5. Forecasting models; trends analysis, smooth models, incorporating seasonal fluctuations; monitoring forecasts. Spreadsheet applications.
   
   **Text:** C&A, Chapter 13  
   **Cases:** National Cranberry Cooperative (abridged)

6. Analyzing capacity, cost and service, measurement and models.
   
   **Text:** G&C, Chapters 21-22  
   **Reading:** “A note on queuing management and models” and “Zero defections: quality comes to services”  
   **Case:** “The New York Police Department and Patrol System”

7. III. SUPPLY CHAIN MANAGEMENT

    Supply chain management: coordination, service and cost. The role of inventory; purchasing; the impact of design and manufacturing on inventory costs.

    **Text:** C&A, Chapters 12&15; G&C, Chapters 23-31 (complete book after chapter 31 at your leisure)

8. Midterm Exam (1/2 class, open book)  
    Beer Game explanation and practice round

    **Reading:** Supply Chain Simulation


    **Assignment:** Play Beer Game with teams
    **Reading:** “Analyzing inventory cost and service in supply chains”  
    **Video:** McNeil Lehrer Report on business cycles  
    **Case:** Acme Widget Company

10. IV. CONTINUOUS IMPROVEMENT

    Just-in-time management; push vs. pull systems, supplier management.

    **Text:** C&A, Chapters 8  
    **Readings:** Toyota Motor Manufacturing, USA, inc. and “Does Manufacturing Need a JIT Revolution”  
    **Video:** “Stockless Production”  
    **Case:** Hewlett-Packard: Desk Jet Printer Supply Chain (A)
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
</table>
*Text:* C&A, Chapter 6 & Chapter 6 supplement  
*Reading:* “A note on quality: The views of Deming, Juran and Crosby” and “Constructing and using process control charts”  
*Case:* Hank Kolb, Director, Quality Assurance. |
| 12.  | Identifying and defining performance problems; tools of quality; data requirements. The continuous improvement cycle and tools. Identifying and solving performance problems.  
*Text:* C&A, Chapter 6  
*Video:* Listening to Customers: Ritz-Carlton |
| 13.  | Analysis and use of data for quality management. Implementing total quality management; the Baldrige Award, ISO 9000.  
*Reading:* The Baldrige Award Criteria  
*Case:* Ritz Carlton |
*Text:* C&A, Chapter 19  
*Reading:* “Reengineering work: don’t automate, obliterate”  
*Case:* Benetton (A) |
| 15.  | Final Examination (open book). |

**TEACHING METHODS**

The course uses a variety of teaching methods and materials. Managerial concepts are introduced in articles and book chapters. Analytical tools are presented in notes and textbook readings, discussed in lectures, and reinforced by problem assignments. Cases are used to illustrate the concepts and tools, and also to suggest the richness and complexity of actual operations issues.

**CASE PREPARATION FOR CLASS DISCUSSION**

Case studies are assigned for several class sessions. You should read the assigned case very thoroughly and more than once to get a full understanding of the situations and issues raised and the data included. In class, we will discuss the case assigned and analyze it as a group.

**CASE REPORTS**

There will be total of two case reports assigned. Specific questions and issues to be addressed will be provided beforehand. You are strongly advised to form a small group with some of your classmates to work with on case reports. Groups may consist of two to three members on preparing for all case discussions.

**SHORT ASSIGNMENTS**

There will be several short assignments. Some of these will consist of an executive summary of a case
study that may include a quantitative analysis. Others will be a numerical homework problem. Executive summaries should be done with your group members. In order to get practice with numerical problems they should be done on an individual basis. Graphs and charts should be produced on a spreadsheet.

MIDTERM AND FINAL EXAM

The midterm and final exam will include numerical problems, like those of the short assignments. The final may also include a short essay question.

GRADING

Your grade in the course will be based on your individual and group performance. Your performance will be judged through a variety of mechanisms, including: your understanding of the tools and concepts covered; your ability to synthesize, integrate, and apply them; and your contributions to the class’s learning experience. An approximate weighting of the components of the course determining your grade is:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>5%</td>
</tr>
<tr>
<td>Group Case Reports</td>
<td>25%</td>
</tr>
<tr>
<td>Short Assignments</td>
<td>25%</td>
</tr>
<tr>
<td>Midterm</td>
<td>15%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
</tbody>
</table>
COURSE DESCRIPTION

Covers principles and techniques used in financial management to maximize the value of the firm. Topics include: financial planning and control, working capital management, selection of long term assets under certainty and risk, financial structure, cost of capital, dividend policy, and capital asset pricing model. The course also introduces portfolio theory and evaluation of leases.

Prerequisites: MBA 624. Students are also strongly advised to complete MBA 628 prior to MBA 632.

LEARNING OBJECTIVES

After successfully completing this course, students will be able to:

- Describe and analyze different kinds of financial securities available on financial markets including equity-based, debt-based, and derivative securities
- Assess the financial soundness of an organization based on its balance sheet, cash flow statements, and budgets.
- Describe the role of the market in determining the time value of money and the price of risk; they will be able to use this information to price different kinds of corporate and treasury securities.
- Implement the financial policies of the firm in terms of evaluating projects, managing working capital, raising funds, and distributing dividends.
- Students will also have an opportunity to consider various career opportunities including certifications such as the Certificate Financial Analyst (CFA) and Certified Financial Planner (CFP).

RATIONALE FOR THE COURSE

The finance function is concerned with the efficient management of a company's flow of funds. This involves three areas of activity that are common to all types of decision making: forecasting business conditions, allocating available resources and/or acquiring new resources, and monitoring performance. The goals of this course are: (1) to acquaint students with the role of the finance function in all types of enterprises (e.g., profit and not for profit organizations; manufacturing and services oriented businesses); (2) to indicate the impact of the finance function on the maximization of shareholder wealth; (3) to sharpen the analytical and quantitative skills of our students.

TEXTBOOKS (ONE OF THE FOLLOWING)


SUPPLEMENTARY MATERIALS

Approved scientific or financial calculator (such as the Hewlitt-Packard 12C).
Microsoft EXCEL.

TOPICAL OUTLINE

Week       Topic
1      Distinction between stated (nominal) annual interest and effective annual interest
2      Term structure of interest rates; Yield to maturity
3      Time value of money; Bond pricing (including Treasury)
4      Duration
5      Efficient Market Hypothesis
6      Overview of securities markets; Risk and return
7      Portfolio diversification; Mean variance efficiency
8      Capital Asset Pricing Model; Stock valuation
9      Capital budgeting under certainty/uncertainty
10     Cost of capital
11     Capital structure; Dividend policy
12     The Modigliani-Miller proposition
13     Financial statement analysis; Ratio analysis
14     Overview of derivatives

ROLE OF THE COMPUTER

The personal computer may be used in this course both in the classroom and for homework assignments. Some classes may be held in the GPACT Computer Lab so that students can get hands on experience applying financial theory to the solution of problems and/or cases under the supervision of the instructor.

TEACHING METHODS

Lectures, discussion, and written and oral presentation of problems and cases.

COURSE REQUIREMENTS

Mid-term and final exams; selected problems from text and/or cases.
BUSINESS STRATEGY AND STAKEHOLDER RESPONSIBILITY

MBA 688
3 CREDITS

COURSE DESCRIPTION

Explores how general managers for business organizations determine and achieve objectives and formulate and implement corporate and business strategy in a global environment. Provides comprehensive frameworks for identifying, evaluating, and recommending how a firm structures its relationship to its environment to create value and achieve performance. Recognizes that successful managers not only determine what their organizations should do, but also focus and motivate behavior to do it. Integrates the knowledge, skills, and attitudes acquired in other courses and in prior experience to develop practical general management policies. Includes a significant project or paper and a simulation exercise. Satisfies the Business Strategy requirement in the MBA program.

Prerequisite: Completion of all core courses plus nine credits of career concentration courses.

LEARNING OBJECTIVES

- To provide analytical frameworks for understanding the strategic planning process.
- To develop capacity to think strategically about business organizations in a variety of industries and competitive situations.
- To provide a hands-on experience in developing strategic analysis project.

RATIONALE FOR THE COURSE

Business Strategy is the capstone component in the MBA Program. It builds upon the knowledge gained in the core and career concentration courses. It is the major integrating element in the MBA Program. This course focuses on managerial activity in larger, more complex business organizations.

Students should register for the course as close to graduation as possible to achieve the greatest integrative benefit from the course. This course helps students understand how the work of their specializations relate to other parts of the firm, including its managerial processes. It also helps students appreciate the impact of the firm's environment on the practice of their career concentration.

RECOMMENDED TEXTBOOKS

Please consult with the Management Department about other textbooks and materials appropriate for the course.


Dess, Gregory G. & Lumpkin, G.T.; Strategic Management, McGraw-Hill Irwin

Hitt, Ireland, Hoskisson; Strategic Management, Southwestern.
TOPICAL OUTLINE

Week      Topic
1        Introduction to Strategy
2        Strategy Concept & Strategic Management
3        Corporate Governance & Stakeholders
4        Strategy Simulation Introduction
5        Strategy & Environmental Analysis
6        Strategy & Organization: Internal scanning
7        Business Level Strategy
8        Midterm Exam
9        Corporate Level Strategy
10       International Strategies
11       Strategy Implementation & Culture
12       Strategy Implementation & Control
13       Final exam or presentations

COURSE PEDAGOGY

Business Strategy requires analyzing, interpreting, and acting upon empirical data from the general management point of view. The primary approach of the course is the analysis of business cases developed to support the general management point of view. Supplementary approaches may include a full range of pedagogical alternatives, including management point of view, management simulations, case writing experiences, role plays, and video tapes.

The course recognizes that the general management point of view requires decision and commitment to action, not merely analysis. This generally involves class discussions focused on identification and resolution of issues embedded in business cases or other empirical data. Assigned text, readings, lectures, or presentations, may supplement cases and other data.

COURSE REQUIREMENTS

This course requires a significant written paper or project and a simulation exercise. This could be accomplished through a major case analysis, a substantial team project, the preparation of an original business case, a report on a management simulation, or other comparable assignment.
FUNDAMENTAL CONCEPTS OF TAXATION

TAX 503
2 CREDITS

COURSE DESCRIPTION

Analysis of fundamental concepts of income taxation pertaining to individuals, partnerships, corporations, estates and trusts, exemptions, and deductions.

TEXTBOOK


TOPICAL OUTLINE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Code sections</th>
<th>West’s chapters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction - History, Legislative and Administrative Process</td>
<td>1, 62, 63, 151, 152</td>
<td>1, 2, 13 - 13-24</td>
</tr>
<tr>
<td>2.</td>
<td>Basic Concepts of Federal Individual Income Taxation</td>
<td></td>
<td>3, 12</td>
</tr>
<tr>
<td>3.</td>
<td>Gross Income and General Principles of Taxation</td>
<td>61</td>
<td>4, 7 (pp. 7-19 - 7-26 only), 18 (pp. 18-1 - 18-18 only)</td>
</tr>
<tr>
<td>4.</td>
<td>Exclusions from Gross Income</td>
<td>102, 111</td>
<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>Deductions from For-profit Activities</td>
<td>62, 162(a)</td>
<td>6, 11, 9 (pp. 9-20 - 9-21 only)</td>
</tr>
<tr>
<td>6.</td>
<td>Depreciation</td>
<td>168, 179, 197</td>
<td>8</td>
</tr>
<tr>
<td>7.</td>
<td>Itemized Deductions</td>
<td>163, 164, 170, 213, 217, 274</td>
<td>9, 10, 7 (pp. 7-2 - 7-19 only)</td>
</tr>
</tbody>
</table>

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SALES & EXCHANGES OF PROPERTY

TAX 504
2 CREDITS

TOPICAL OUTLINE

1. Basic Rules Governing Dispositions of Property
   West’s chapter 14
   Code §§197, 1001, 1011, 1012, 1014, 1015, 1016

2. Nonrecognition Transactions
   West’s chapter 15
   Code §§121, 1031, 1033, 1041, 1233, 1234, 1259

3. Capital Gains and Losses
   West’s chapter 16
   Code §§1211, 1212, 1221, 1222, 1223

4. Section 1231 and recapture
   West’s chapter 17
   Code §§291(a), 1231, 1239, 1245, 1250

5. Capitalization of Costs and Special Accounting Methods
   West’s chapter 18 (pp. 18-18 - 18-30 only)
   Code §§453(a) – (d), 483

TEXTBOOK

References to West are for Hoffman, Smith and Willis. Individual Income Taxes. West.

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ACADEMIC POLICIES AND PROCEDURES

ADMISSION ACCEPTANCE STATUS

The Graduate Admissions Office reviews applications and evaluates credentials. Once this review is complete, students are accepted in one of three ways:

<table>
<thead>
<tr>
<th>Fully Matriculated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully matriculated students are admitted without restrictions and must meet the program requirements outlined in the Lubin Graduate Catalog.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Provisionally Matriculated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provisionally matriculated students must meet the admissions provisions detailed in their acceptance letter by the time they complete a minimum of 12 credits. Requirements include obtaining a minimum cumulative QPA of 3.0. Provisionally matriculated students are reviewed after the semester in which they complete 12 or more credits. All credits are included in this review.*</td>
</tr>
</tbody>
</table>

All provisionally accepted students should contact the Office of Graduate Academic Advisement and Student Development before their first semester of study to ensure that they understand their admission status.

*Please note: BUS 043 Business Writing is not included in the QPA calculation of the first 12 credits.

<table>
<thead>
<tr>
<th>Conditionally Matriculated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conditionally matriculated students are, in general, missing an admissions credential such as an official GMAT score. They must complete their admission file during their first semester of attendance and matriculate fully by their second semester. Conditionally matriculated students may register for a maximum of two courses.</td>
</tr>
</tbody>
</table>

Questions about any aspect of the admissions process should be directed to an Admissions Counselor at 212-346-1532 (NY) or 914-422-4283 (WP).

ADVISEMENT SERVICES

Advisement is available from a variety of sources, including the Office of Graduate Academic Advisement and Student Development (OGAASD). The OGAASD provides a variety of services, including:

- New student advisement and academic orientation sessions at the beginning of each semester.
- One-on-one advising and review of course requirements.
- Assistance with registration, grading problems, and academic standing.
- Review of transfer credit requests. Advisors may pre-approve courses and write to schools to confirm a currently enrolled student has permission to transfer credit.
- Assistance with substitution requests. (All substitutions must receive departmental approval.)
- Review Changes of Program, Extensions of Study and Resumptions of Study applications.
- Application forms are available on the magazine racks outside the OGAASD.
- Administration of core course and required course substitution approvals.
- Oversight of the graduate assistantship program.
- Course selection consultation. At a minimum, students should visit the OGAASD about half way through their studies. Students who have a dual major, or who change their major, should review degree requirements with the OGAASD.
- Assistance in creating a career portfolio.
- Coordinate student development and leadership programs. Advise the Lubin Graduate Society.

The Office of Graduate Academic Advisement and Student Development is your information resource at Lubin!
OGAASD STAFF AND CONTACT INFORMATION

Germaine Hodges, Assistant Dean
Amy J. Vandawalker, Academic Advisor
Sabrina Hines, Secretary, New York Campus
Mary O’Connor, Secretary, White Plains Campus

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Phone: (917) 779-4111
Fax: (212) 346-1872
Email: gradadviseny@pace.edu.

WHITE PLAINS CAMPUS
1 Martine Avenue
Room 516
White Plains, NY 10606
Phone: (914) 422-4188
Fax: (914) 422-4184
Email: gradavisewp@pace.edu

The OGAASD website is an excellent source of information. To view it visit www.pace.edu and conduct a search for “Lubin Graduate Advisement.”

FACULTY ADVISORS
Every new student in the Lubin School of Business is assigned a faculty advisor at orientation. Students are encouraged to meet with faculty advisors, or any full-time faculty member (including the department chair), to discuss their career concentration courses. Faculty advisors can suggest appropriate career concentration course substitutions when necessary. Any resulting substitution approvals should be secured in writing and forwarded to the OGAASD for processing. Students may also choose to meet with a faculty member to discuss career/professional development opportunities. Students who were not assigned a faculty advisor should contact the OGAASD.

UNIVERSITY ADVISEMENT OFFICES
Several offices in the University provide advisement. A student’s most important advisors are: their faculty advisor, Office of Graduate Advisement and Student Development and the Office of Graduate Admission. Other University offices that offer valuable assistance and advisement to students are: Student Accounts and Registrar Services (SARS), Career Planning & Placement, Cooperative Education, Financial Aid and the Office of International Programs and Services. A list of contact names, numbers and the services provided by these and other offices begins on page 68.

ADVISOR AND STUDENT ROLES AND RESPONSIBILITIES
The advisement process is a team effort between the advisor and the student.

THE ADVISOR’S ROLE IS TO:

- Provide current and accurate information about the University’s academic and procedural requirements.
- Assist the student in developing a course of study, including the selection of core, major and elective requirements.
- Provide the student with information about campus resources and offer referrals.
- Offer assistance if the student has academic difficulties.
- Be available for in-person or telephone appointments.
- Guide students in the pursuit of their academic goals.

THE STUDENT’S ROLE IS TO:

- Be familiar with University academic policies, as explained in the Catalog, Class Schedule our Pace webpage and The Core Course and Academic Guide.
- Create a file and keep copies of all official correspondence from the University, such as: worksheets, grade reports, notice of curriculum changes, academic review letters, etc. All students should also keep the Catalog from their initial semester of enrollment for the duration of their studies.
THE STUDENT’S ROLE CONT’D:

• Develop academic and career goals. Students should consider how their career goals may be affected by academic planning.
• Stay current on all policies and regulations at the University.
• Learn the degree requirements. The Catalog explains the requirements for each degree and each career concentration. Students are responsible for seeing that all requirements are met. Advisors at the Office of Graduate Academic Advisement and Student Development can help students understand the requirements.
• Take responsibility for one’s decisions, progress and success.
• Stay in contact with a faculty advisor.
• Regularly review academic records and meet with an academic advisor to discuss any questions.
• Meet with an academic advisor approximately halfway through the program to confirm their remaining degree requirements.
• Read and respond to all correspondence sent to them by the University and bring any questions to the OGAASD.

TOOLS FOR ACADEMIC PLANNING

Students have several tools to help in academic planning.

CATALOG
The Catalog is your most important source of written information. It includes a listing of degree requirements for the MS and MBA degree programs.

The Catalog also contains descriptions of all courses offered by the Lubin School of Business, including the courses used to fulfill the core requirements of the degree programs and departmental requirements for each career concentration. It includes information on grading policies, transfer credit guidelines, tuition, room and board, fees, and a calendar for the academic year. Students should follow the Catalog in effect for their initial semester of enrollment and throughout their studies.

CLASS SCHEDULE
The Class Schedule is issued every term and lists classes, class meeting times and instructors. You will need the schedule to plan your registration each semester. You should keep it after registration too, because it includes important information regarding the academic calendar, the exam schedule, and University fees. The Class Schedule is also available online, with up-to-date changes, at www.pace.edu. NOTE: Prerequisite information listed in the Class Schedule is often inaccurate. Consult the Catalog for the most reliable information about prerequisites.

REGISTRATION INFORMATION

PLANNING YOUR ACADEMIC CAREER: YOUR FIRST STEPS

When planning an academic program, consider the following:

• Your educational background
• Career demands
• Personal demands
• Course requirements
• Course load
• Course sequence
• The level of academic difficulty you feel prepared to pursue

When you begin your program, divide the courses into core and career concentration courses, listing the prerequisites for each course. Plan to take prerequisite courses AND courses without prerequisites first. Familiarize yourself with the Class Schedule, so that you can begin to plan your courses for the first year (including summer sessions). Create a 2-3 year course taking strategy.

Successful Students Know . . .

Course offerings are more sporadic in the summer, so careful planning and early registration are key. Faculty are also less accessible for advisement during the summer, so plan accordingly.
PACE UNIVERSITY/LUBIN SCHOOL OF BUSINESS WEB PAGE

Information on academic resources, courses, proficiency exams and more is available via the Internet. Lubin School of Business information can be found at www.pace.edu/Lubin. NOTE: Call Academic Computing to get the free software and connection necessary for Internet access.

OGAASD WEBSITE

The Office of Graduate Academic Advisement and Student Development’s website offers information regarding academic resources (advisement worksheets, substitution exam information, Core Course and Academic Guide, FAQ's, online calendar) and professional resources (graduate assistantship information, portfolio information, career resources). To view the page, visit www.pace.edu/Lubin. Then select “Graduate” (right) and then “Graduate Advisement” (lower left).

GRADE REPORTS

Grade information is available via the telephone and online registration systems. To access grades automatically, call (212) 346-1400 in New York, or in White Plains at (914) 773-3300 or log on to the SARS online registration system from www.pace.edu.

ACADEMIC ADVISEMENT WORKSHEET

The worksheet includes all required courses, prerequisites and the number of credits for each course. Worksheets are available from the OGAASD and on the OGAASD web page.

FACULTY EVALUATIONS

Faculty evaluations are available at the Office of Graduate Academic Advisement and Student Development. These quantitative evaluations assist in course selection.

IMPORTANT REMINDERS

TIME REQUIREMENTS

Part-time students should take 6 credits per semester in order to make good academic progress toward their degree. Students enrolled in 9 or more credits are considered full time. If you are in the United States on a student visa, you must enroll in 9 or more credits each Fall and Spring. Your visa does not require enrollment in Summer classes.

PRELIMINARY SKILLS REQUIREMENT

BUS 043 Business Writing [for some international students: ELI 084, ELI 070, and/or ENG 040] must be fulfilled within the first year of your enrollment.

Successful Students Know . . .

All students are required to complete their degree within 5 years. If extenuating circumstances prevent you from completing your studies in five years, an extension of study may be granted. However, students may be required to take additional courses.

This requirement can be waived by a GMAT Analytical Writing Analysis score of 4.5 or better. Your acceptance letter should indicate whether your are required to enroll in BUS 043.

If you do not complete this requirement in a timely fashion, a hold may be placed on your registration.

PREREQUISITES

Courses must be taken in prerequisite order. In order to ensure the quality of Lubin courses, registrations are checked periodically. Those students who do not meet the prerequisite requirements may be dropped from the course without notice. Taking an upper level course out of sequence does not relieve you of the responsibility for the prerequisite course.

COURSE SEQUENCING

New students should take MBA 620 Organizational Behavior and Leadership as soon as possible. It is also recommended that students enroll in either MBA 624 Financial & Managerial Accounting or MBA 628 Business Statistics & Modeling. Note: Students who are enrolled in ELI courses should complete all English classes before registering for MBA 620.

MBA 688 Business Strategy and Stakeholder Responsibility is the capstone class. Students should take it in their last semester of enrollment.

It is a myth that students should complete all core courses before enrolling in any career concentration courses. Students should prioritize the core courses that will enable them to enroll in their career concentration courses as soon as possible. Please see sample Academic Plan on page 39.
GRADUATION
Nine months to one year prior to your intended graduation date, you must file an Application for Graduation form with Student Accounts and Registrar Services (SARS). SARS will send you an official degree audit indicating courses in progress and courses required for graduation. A minimum QPA of 3.0 is required to graduate. A student who has completed all course requirements but does not have a minimum QPA of 3.0 must appeal to the Academic Standards Committee to continue his or her studies. If the appeal is approved, the student must complete additional courses to bring his or her cumulative QPA to a 3.0. Students can ONLY receive their diplomas by applying for graduation!

ACADEMIC POLICIES

GRADING
Grading for all credit courses is ‘A’, ‘A-’, ‘B+’, ‘B’, ‘B’, ’C+’, ‘C’ and ‘F’. An incomplete grade (‘I’) becomes an ‘I-F’ (equivalent to an ‘F’) if the course is not completed within six (6) weeks after the end of the semester (from the last class meeting). See more information on changing grades below.

Grading for BUS 043 Business Writing is on a Pass/ Fail basis. This course is not included in the review of provisional students for matriculation. All other course work is graded on the course credit system.

CHANGE OF GRADE
Students must have the permission of their instructor to complete course work after the last class meeting. The maximum time allowed to resolve an incomplete grade is 6 weeks after the end of the term. No grade (including research project grades) will be changed 6 months after the conclusion of the semester in which the course was taken. In addition, no grade will be changed after a degree has been granted.

Refer to the Class Schedule for the semester in which the course was taken to find the date on which the semester ended. Six months from this ending date, the grade change -- if approved by the instructor, department chair and Academic Dean -- should be recorded by SARS. The form, with all signatures, must be submitted to Student Accounts and Registrar Services prior to that date. A grade change submitted on that day or after will not be accepted.

RECOMPUTATION OPTION
Students have a one-time only recomputation option when an ‘F’ or ‘I-F’ is received. Remember all ‘I’ grades become ‘I-F’ grades 6 weeks after the end of the semester. To exercise this recomputation option, a student must re-take the failed course. Once the new grade is submitted, file for recomputation, in writing, with SARS. The original ‘F’ grade will continue to appear on the official transcript, but will not be included in the calculation of the QPA. Recomputation is only available for an ‘F’ or ‘I-F’ grade.

HOW TO CALCULATE YOUR QUALITY POINT AVERAGE (QPA)
Quality points represent the translation of letter grades into numerical values. Each grade offers the following quality points per credit:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points per Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>F/I-F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

*students subject to probation or dismissal

ACADEMIC INTEGRITY

The use of an outside source for any academic paper, report or submission without the appropriate acknowledgement is plagiarism. It is unethical to present as one’s own work, the ideas, words or representations of another without the proper indication of the source.
**SAMPLE SCHEDULE**

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
<th>Grade</th>
<th>Quality Pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 626</td>
<td>4</td>
<td>A</td>
<td>4 x 4.0 = 16.0</td>
</tr>
<tr>
<td>MBA 632</td>
<td>3</td>
<td>C+</td>
<td>3 x 2.3 = 6.9</td>
</tr>
<tr>
<td>MBA 622</td>
<td>3</td>
<td>B-</td>
<td>3 x 2.7 = 8.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

Quality points (31) divided by credits (10) = QPA of 3.1

**SAMPLE ACADEMIC PLAN**

**Finance Major: Suggested Academic Plan for Part-Time Students**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MBA 624 (4 Crs.)</td>
<td>MBA 628 (4 Crs.)</td>
<td>MBA 632 (3 Crs.)</td>
</tr>
<tr>
<td></td>
<td>MBA 620 (4 Crs.)</td>
<td>MBA 626 (4 Crs.)</td>
<td>MBA 622 (3 Crs.)</td>
</tr>
<tr>
<td>Credits</td>
<td>8 Crs.</td>
<td>8 Crs.</td>
<td>6 Crs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FIN 644 (3 Crs.)</td>
<td>FIN Elective (3 Crs.)</td>
<td>FIN 647 (3 Crs.)</td>
</tr>
<tr>
<td></td>
<td>MBA 630 (3 Crs.)</td>
<td>INB 640 (3 Crs.)</td>
<td></td>
</tr>
<tr>
<td>Credits</td>
<td>6 Crs.</td>
<td>6 Crs.</td>
<td>3 Crs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 3</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FIN Elective (3 Crs.)</td>
<td>FIN 689 (3 Crs.)</td>
<td>MBA 688 (3 Crs.)</td>
</tr>
<tr>
<td></td>
<td>Breadth Elective (3 Crs.)</td>
<td>Breadth Elective (3 Crs.)</td>
<td></td>
</tr>
<tr>
<td>Credits</td>
<td>6 Crs.</td>
<td>6 Crs.</td>
<td>3 Crs.</td>
</tr>
</tbody>
</table>

**Finance Major: Suggested Academic Plan for Full-time Students**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MBA 624 (4 Crs.)</td>
<td>MBA 620 (4 Crs.)</td>
<td>MBA 622 (3 Crs.)</td>
</tr>
<tr>
<td></td>
<td>MBA 628 (4 Crs.)</td>
<td>MBA 632 (3 Crs.)</td>
<td>FIN 644 (3 Crs.)</td>
</tr>
<tr>
<td></td>
<td>MBA 626 (4 Crs.)</td>
<td>MBA 630 (3 crs.)</td>
<td></td>
</tr>
<tr>
<td>Credits</td>
<td>12 Crs.</td>
<td>10 Crs.</td>
<td>6 Crs.</td>
</tr>
</tbody>
</table>
DEGREE REQUIREMENTS

**MBA Program**

<table>
<thead>
<tr>
<th>Preliminary Skills Course</th>
<th>0 credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 043 Business Writing²</td>
<td>0</td>
</tr>
<tr>
<td>Core</td>
<td>28 credits</td>
</tr>
<tr>
<td>MBA 620 Organizational Behavior &amp; Leadership</td>
<td>4</td>
</tr>
<tr>
<td>MBA 622 Marketing &amp; Electronic Business</td>
<td>3</td>
</tr>
<tr>
<td>MBA 624 Financial &amp; Managerial Accounting</td>
<td>4</td>
</tr>
<tr>
<td>MBA 626 Business Economics</td>
<td>4</td>
</tr>
<tr>
<td>MBA 628 Business Statistics &amp; Modeling</td>
<td>4</td>
</tr>
<tr>
<td>MBA 632 Managerial Finance (624, 628 rec'd)</td>
<td>3</td>
</tr>
<tr>
<td>MBA 630 Operations &amp; Quality Management (626)</td>
<td>3</td>
</tr>
<tr>
<td>MBA 688 Business Strategy &amp; Stakeholder Responsibility (last class)</td>
<td>3</td>
</tr>
<tr>
<td>Career Concentration Courses</td>
<td>15 credits</td>
</tr>
<tr>
<td>Breadth Electives</td>
<td>9 credits³</td>
</tr>
<tr>
<td>Total</td>
<td>52 credits</td>
</tr>
</tbody>
</table>

¹This is accurate for all career concentrations except Accounting and Taxation. These concentrations will have a different structure.

²This course may be considered equivalent to one credit of academic work.

³Must include at least one INB 600-level (international business) course.

GENERAL MBA REQUIREMENTS

¹ALWAYS REFER TO YOUR CATALOG FOR YOUR SPECIFIC DEGREE REQUIREMENTS. For your convenience, MBA worksheets are included in this Guide starting on page 51.

MASTERS OF SCIENCE DEGREE (MS)

The Lubin School of Business offers MS degrees in:

<table>
<thead>
<tr>
<th>Accounting (CPA Prep)</th>
<th>Financial Management</th>
<th>Human Resources</th>
<th>Taxation</th>
</tr>
</thead>
</table>

The MS degree offers expertise in a career concentration while the MBA degree is considered a breadth degree. Students are subject to the degree requirements published in the Catalog that was in effect their first semester of enrollment. Within the MS programs, some preliminary and prerequisite courses are eligible for waiver. Please speak with an advisor for more information. For your convenience, MS worksheets are included in this Guide starting on page 67.
COMMONLY ASKED QUESTIONS

HOW DO I REGISTER FOR CLASSES?
Registration for an upcoming semester should begin as soon as you receive your registration notification, either from the Graduate Admissions Office (for new students) or Student Accounts and Registrar Services (SARS). You should immediately check the Class Schedule for registration deadline dates. You may register by phone, online, or in person. Many classes fill up quickly. Please register early. Students may not enter a closed class if they have other scheduling options or if the class room capacity has been met.

You must have your student identification number and a personal identification number (PIN) to register by phone and online. Your student identification number is usually your social security number (unless you requested a dummy number or don’t have a social security number). Your default PIN is the last four digits of your student identification number. After the first semester, you must then file for a permanent 4-digit PIN number with Student Accounts and Registrar Services. A form for this purpose is included in the Class Schedule.

Each semester, continuing students are sent a priority registration number that will allow him/her to register anytime after the specific date listed in the Class Schedule.

HOW CAN I CHANGE MY SCHEDULE?
You should refer to the Academic Calendar in the Class Schedule to determine the exact dates for dropping or adding a class. You may drop/add in person, or by using the telephone or online registration system.

Successful Students Know . . .

Once you submit a registration form, you are considered to be in the class, whether or not you have actually attended. Therefore, you must complete and submit the Change of Schedule form in order to officially drop or withdraw from a class.

TO DROP OR WITHDRAW FROM A CLASS:
You may drop a class up to the second class meeting, without a notation appearing on your transcript. Please note: Tuition refund is based on a sliding scale. Please refer to the Class Schedule for the refund scale.

You may withdraw up to the eighth class meeting without special permission. To do so, complete the registration action (add/drop) form found in Student Accounts and Registrar Services. After those dates and up to a week prior to the final exam, you may petition your instructor for withdrawal (if exceptional circumstances exist). Once your instructor and the department have approved your withdrawal, you should bring the registration action form to the Office of Graduate Academic Advisement and Student Development.

Failure to withdraw formally from a class will result in the receipt of an ‘I-F’ grade 6 weeks after the end of the semester. This is considered an ‘F’ grade and is used in the calculation of your QPA.

IF I WITHDRAW FROM A CLASS, HOW CAN I GET A REFUND?
The pro-rata tuition cancellation policy is described in detail in the Class Schedule.

If the student is forced to interrupt graduate studies due to serious illness, which is substantiated by a proper medical documentation, the student may apply to receive a pro-rata refund effective the date of withdrawal. If withdrawal takes place during the first eight weeks of classes, the student may receive a pro-rata refund of semester tuition and fees with the exception of the registration fee. For more information, please contact Student Accounts and Registrar Services office.

HOW CAN I ADD A CLASS?
You may add a class to your schedule prior to the second class meeting by using the telephone registration system, adding the class online, or by submitting a registration action form to SARS. If you add a class after the second class meeting, you must have written permission from the instructor, the department chair and the Dean’s Office. You may not attend the class until you are officially registered for it.

HOW CAN I REGISTER FOR A CLOSED CLASS?
Registration is on a first-come, first-served basis. Because you may get closed out of a preferred class section, always have at least one alternative choice ready. When you register online information
is given immediately with regard to the open/closed status of a class.

Many classes fill up quickly. Please register early. Students may not enter a closed class if they have other scheduling options or if the class room capacity has been met. If a class is closed and there are no acceptable alternative classes, you may petition to enter a closed class by obtaining a “Permission to Register for Exceptions” form which is available from Student Accounts and Registrar Services and is in the Class Schedule. Indicate on this form that you wish to enter a “closed section” and submit this form to the course’s department. Prior to the start of the class, you need approval from the department chair. After the class begins, you need both the department chair’s and the Assistant/Associate Dean’s approval.

**HOW DO I PAY MY TUITION?**
Tuition payment may be made by phone and online (when paying in full by credit card), or in person. Mail payment is possible for those students who register before the specified closing date listed in the Class Schedule. Payment information is available from the Class Schedule, online, and from the touch tone telephone registration system after a student has registered.

**HOW CAN I RECEIVE TRANSFER CREDIT?**
Transfer credit is granted for all courses except MBA 620 and MBA 688, and is applied towards the maximum of 6 credits. Courses eligible for transfer must be:
- taken at the graduate level.
- of equivalent content and credit hours to a graduate course offered by the Lubin School of Business.
- completed within the last eight years at a regionally accredited graduate degree program.
- completed with a grade of ‘B’ or better (‘B-’ and below is unacceptable).

To apply for transfer credit after your first semester, submit a Request for Graduate Transfer Credit form (available at the OGAASD) with an official course and program description to the OGAASD. Please note: official transcripts must be on file with the Student Accounts and Registrar Services. If necessary, official translation of course descriptions must be provided. NOTE: Only World Education Services (WES) evaluations accepted. For transfer credit requests, it is also necessary to include an outline of the graduate degree program from the institution in which the course was taken.

**HOW CAN I CHANGE MY MAJOR OR DEGREE PROGRAM?**
If you wish to change your major or degree program, you must complete a Change of Program form (available at the Office of Graduate Academic Advisement and Student Development or SARS) and submit the completed form to Student Accounts and Registrar Services.

It is strongly recommended that you choose your major/degree program as soon as possible. It is inadvisable to take career concentration courses and then change your major. The initial career concentration courses may not apply to the new major. If you have any questions, please speak with an advisor from the Office of Graduate Academic Advisement and Student Development.

**IF I CANNOT ATTEND THE SCHEDULED FINAL, HOW CAN I ARRANGE TO TAKE A DEFERRED EXAM?**
If there are documented, extenuating circumstances that prevent you from taking the exam, such as serious illness (documented by a doctor’s statement) or a business emergency (documented by an employer’s letter), you may request a deferred exam. Students should notify their instructors as soon as possible before the final examination. NOTE: Faculty are not required to accept petitions to defer finals.

Deferred exams are scheduled on one specific date for each Fall and Spring semester, listed in the Class Schedule. All initial arrangements must be made with the instructor. If the instructor approves, application and fee payment must be made with the Office of Graduate Academic Advisement and Student Development at least one week prior to the exam date.

**HOW DO I APPEAL A GRADE?**
If you wish to have your final grade reviewed, you must first speak with the instructor who determined the grade. If you are not satisfied with the response, you may then appeal the grade through the department chair.

**HOW DO I TAKE A LEAVE OF ABSENCE?**
If you do not maintain matriculation during the Fall and Spring semesters, you must file for Resumption of Study with SARS at least 8 weeks prior to the semester in which you wish to re-enroll. Please note: if your cumulative QPA was below a 3.0 when you were last enrolled, you are required to submit an appeal letter, addressed to the Academic

42
Standards Committee, to resume your studies. Please allow additional time for the appeal process.

Resumption of Study forms are available at the Office of Graduate Academic Advisement and Student Development and at Student Accounts and Registrar Services.

**WHAT OPTIONS DO I HAVE FOR COMPLETING MY COURSE WORK IF A SCHEDULING CONFLICT SHOULD ARISE OR I NEED TO RE-LOCATE?**

All students must complete a minimum of 30 credits in residence. Independent study may be used in some majors as a last resort option. NOTE: The Independent Study option is only available to students who have a minimum QPA of 3.5. Independent Study courses are listed by department in the course descriptions section of the Catalog.

If you have one remaining course for graduation and it is not being offered in your last term, you may request an Independent Study project for the course. The completed course will appear on your transcript as “Independent Study.”

If you must take a course that is normally offered on your campus, but are required by business to leave the New York area, you may appeal to register for a tutorial section in the course. Please see the Office of Graduate Academic Advisement and Student Development for information on tutorials and Independent Study.

**HOW DO I CHANGE MY CONTACT INFORMATION?**

Any time you change your address and/or telephone numbers, please complete the Change of Address/Telephone form located in the Class Schedule and submit it to SARS. This service is also available online as part of the Student Information System.

**HOW CAN I WITHDRAW FROM SCHOOL?**

You may withdraw from a degree program at any point during your academic tenure. If you’re currently enrolled, YOU ARE RESPONSIBLE for formally withdrawing from classes. If you are not enrolled for either a Fall or Spring semester, but wish to receive registration materials for the upcoming semester you should file for Maintenance of Matriculation (with SARS) for the semester in which you are not enrolled.

**WHAT MUST I DO FOR GRADUATION?**

All students must file for graduation with Student Accounts and Registrar Services, 9-12 months prior to the intended graduation date (check the specific deadlines in the Class Schedule). Application for Graduation forms can be obtained from the Office of Graduate Academic Advisement and Student Development and the Student Accounts & Registrar’s Services office. It is strongly recommended that all students meet with an advisor in the Office of Graduate Academic Advisement and Student Development prior to their final two semesters, in order to do a comprehensive program review. Note: Students can not obtain a diploma without officially filing for graduation.
REFERENCE GUIDE

ACCOUNTING DEPARTMENT
212-346-1960, 914-773-3794
1 Pace Plaza
4th Floor West, Section F

Program Coordinator:
Margaret Duval
mduval@pace.edu

BUSINESS COMMUNICATIONS DEPARTMENT
212-346-1852
1 Pace Plaza
Room 426-West

Maggie O'Bryan
MObryan@pace.edu

FINANCE & ECONOMICS DEPARTMENT
212-346-1980, 914-422-4189
1 Pace Plaza
4th Floor West, Section C

Program Coordinator:
Carmen Urma
curma@pace.edu

INFORMATION SYSTEMS DEPARTMENT
212-346-1687, 914-422-4164
163 Williams Street
Room 241

Dr. John Molluzzo
Department Chair
jmolluzzo@pace.edu

INTERNATIONAL BUSINESS DEPARTMENT
212-346-1214, 914-422-4164
1 Pace Plaza
4th Floor West
Section I

Program Coordinator:
Camille Gowdy-Alexander
cgowdyalexander@pace.edu

MANAGEMENT/MANAGEMENT SCIENCE DEPARTMENT
212-346-1214, 914-422-4189
1 Pace Plaza
4th Floor West
Section I

Program Coordinator:
Camille Gowdy-Alexander
cgowdyalexander@pace.edu

MARKETING DEPARTMENT
212-346-1994, 914-422-4177
1 Pace Plaza
4th Floor West, Section B

Program Coordinator:
Ana Castillo
acastillo@pace.edu

LEGAL STUDIES & TAXATION DEPARTMENT
212-346-1924, 914-422-4148
1 Pace Plaza
4th Floor West, Section B

Program Coordinator:
Ana Castillo
acastillo@pace.edu
ADMINISTRATIVE OFFICES

ACADEMIC COMPUTING CENTER
1 Pace Plaza (2nd Floor, W-202), 346-1698
Offers personal computers
Terminals which access mainframe
Software packages
Printing facilities
Assistance available

BOOKSTORE
41 Park Row, 346-1605
Sells required and suggested books and materials listed by course section.

BUSINESS COMMUNICATIONS PROGRAM
1 Pace Plaza (4th Floor, W-426), 346-1852
Responsible BUS 043 exam
Assist students in preparation of written and oral materials and presentations.

CAREER SERVICES
41 Park Row (14th Floor, RM.1401), 346-1610
Career planning advisement
Career resource center
Placement assistance
Career development workshops

CENTER FOR ACADEMIC EXCELLENCE
41 Park Row (4th Floor, RM. 401), 346-1894
Offers tutoring and academic support services

COOPERATIVE EDUCATION PROGRAM
41 Park Row (14th Floor), 346-1950
Assists students in arranging paid/non-paid summer and yearlong internships.

COUNSELING-PERSONAL DEVELOPMENT CENTER
41 Park Row (4th Floor, RM. 406), 346-1526
Offers personal counseling and testing.

DEAN FOR STUDENTS
41 Park row (9th Floor, RM. 907), 346-1306
Assists with general information and special situations.

EMERGENCY CLOSINGS (IN CASE OF INCLEMENT WEATHER, ETC.)
346-1953 or visit www.pace.edu
ENGLISH LANGUAGE INSTITUTE
1 Pace Plaza (1st Floor), 346-1562
Assist with English training and general academic information.

FACULTY ADVISORS AND DEPARTMENT CHAIRS
1 Pace Plaza (4th Floor West, contact Program Coordinators/Department Secretaries), 346-1491
Offer advisement regarding courses within career concentration area and professional development guidance. Process petitions for closed classes.

FINANCIAL AID
1 Pace Plaza (1st Floor), 346-1300
Gives information regarding loans, scholarships, grants and government aid.

GRADUATE ADMISSIONS
1 Pace Plaza (1st Floor), 346-1532
Processes admissions applications
Gives admissions information
Processes change of school requests
Applies waiver credit for the first semester of a student's enrollment

GRADUATE ASSISTANTSHIPS
Office of Graduate Academic Advisement and Student Development
Germaine Hodges, Assistant Dean
Sabrina Hines, Staff Assistant
1 Pace Plaza (4th Floor, Sect. E), 346-1984
Coordinates assistantship applications

INTERNATIONAL EDUCATION OFFICE
1 Pace Plaza (1st Floor), 346-1368
Provides information on:
Visa status
Visa information
Special needs of foreign students

LIBRARY
1 Pace Plaza (1st Floor), 346-1331
Offers reference materials and research facilities.

MIDTOWN CENTER
551 Fifth Avenue (between 45th and 46th Streets) 8th Floor, 346-1700
Registration
Student Accounts
ID Validation
Tuition Reimbursement
Graduation Applications
Add/Drop courses
Electronic Library

OFFICE OF ASSOCIATE DEAN & DIRECTOR OF GRADUATE PROGRAMS
1 Pace Plaza (4th Floor, W-460), 346-1991
OFFICE OF GRADUATE ACADEMIC ADVISEMENT AND STUDENT DEVELOPMENT
1 Pace Plaza (4th Floor, Sect. E), 346-1984
Provides general advisement regarding curriculum, course selection and University policies and procedures
Arranges proficiency exams
Coordinates Graduate Assistantships
Processes requests for:
Change of Major
Degree requirements and audits
Extension of Study requests
Resumption of Study requests
Transfer credit
Waivers (after the students first semester of study)

SECURITY
1 Pace Plaza (B-Level), 346-1800
Available in case of emergency
Operates Lost & Found

STUDENT ACCOUNTS & REGISTRAR SERVICES
1 Pace Plaza (1st Floor), 346-1315
Provides and Processes:
Add/Drop of courses
Change of Major
File for Graduation
Grade posting
Registration
Reimbursement forms for employers
Resumption of Study requests
Verification of attendance
Transcripts
Tuition and fee payments

STUDENT ACTIVITIES
41 Park Row (8th Floor), 346-1590
Provides information regarding student organization and activities.

WORLD TRADE INSTITUTE
551 Fifth Avenue (8th floor), 1-888-PACE-WTI
Non-academic courses, seminars and training in international business; language training.
ACADEMIC COMPUTING
Graduate Center (4th Floor, RM.432), 422-4167
Provides:
- Trained assistance
- Personal computers
- Printing facilities
- Software packages
- Terminals which access mainframe
- Access to the Internet
- Netscape Software

BOOKSTORE
Textbooks are only available for purchase on line via http://direct.mbsbooks.com/pace.htm

BUSINESS COMMUNICATION PROGRAM
Graduate Center (5th Floor, RM. 516), 422-4372
Responsible for administering BUS 043 exam.
Assists students in preparation of written and oral materials and presentation.

CAREER SERVICES
Graduate Center (2nd Floor, RM. 218), 422-4187
Provides:
- Career planning advisement
- Career resource center placement
- Workshops

COOPERATIVE EDUCATION PROGRAM
Graduate Center (2nd Floor, RM. 218), 422-4016
Assists students in arranging paid and non-paid summer and yearlong internships.

COUNSELING-PERSONAL DEVELOPMENT CENTER
Pleasantville, Administration Building (2nd Floor), 773-3710
Offers personal counseling and testing.

EMERGENCY CLOSINGS (INCLEMENT WEATHER, ETC.)
773-3398 or visit www.pace.edu

FACULTY ADVISORS/DEPARTMENT CHAIRPERSON
Graduate Center (5th Floor, contact Department Secretaries), 422-4183
Offer advisement regarding courses within career concentration area including course substitutions.
Process petitions for closed classes.

FINANCIAL AID
Preston Hall (2nd Floor), 422-4050
Gives information on loans, scholarships and government aid.
Provides information regarding student organizations and activities.
GRADUATE ADMISSIONS
Graduate Center (2nd Floor, RM. 212), 422-4283
Processes admissions applications
Gives admission information
Processes change of school requests
Applies transfer and waiver credit for the first semester of a student’s enrollment

OFFICE OF ASSOCIATE DEAN & DIRECTOR OF GRADUATE PROGRAMS
Graduate Center (5th Floor, RM. 520), 422-4189

OFFICE OF GRADUATE ACADEMIC ADVISEMENT AND STUDENT DEVELOPMENT
Graduate Center (5th Floor, RM. 516), 422-4188
Provides general advisement regarding curriculum, course selection, how to obtain an ID, bookstore hours, and university policy and procedures
Arranges proficiency exams
Processes requests for:
Change of Major
Degree requirement audits
Extension of Study applications
Transfer credit requests
Waiver of courses (after the student’s first semester of study)

SECURITY
Graduate Center (Lobby), 422-4166
Available in case of emergency.

STUDENT ACCOUNTS & REGISTRAR SERVICES
Graduate Center (2nd Floor), 422-4044
Add/Drop of courses
Change of Major
File for Graduation
Gives reimbursement forms for employers
Grade posting
Issues copies of transcripts
Processes tuition and fee payment
Provides University ID pictures
Registration
Resumption of Study requests
Tuition reimbursement forms
Verification of attendance

STUDENT LIFE
North Broadway, Aloysia Hall (1st Floor), 422-4149