

FRANK G. ZARB SCHOOL OF BUSINESS



RALPH S. POLIMENI, DEAN

Robert E. Brockway, Special Assistant to the Dean

Anil Mathur, Associate Dean

Rose Anne Manfredi, Executive Assistant Dean for Administration

Stuart L. Bass, Director of Graduate Programs

Ellen C. DaVolio, Director of Undergraduate Business Advisement

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The Frank G. Zarb School of Business offers day and evening undergraduate and graduate study leading to the Bachelor of Business Administration, Juris Doctor/Master of Business Administration, the Master of Business Administration, the Executive Master of Business Administration, and the Master of Science degrees, as well as minors in business subjects. Combined B.B.A./M.S. programs, undergraduate certificates and advanced graduate certificates in business are also offered.

THE FOLLOWING DEPARTMENTS COMPRISE THE SCHOOL:

Accounting, Taxation, and Legal Studies in Business (ACCT/TAX/LEGL)

Business Computer Information Systems and Quantitative Methods (BCIS/QM)

Finance (FIN)

Management, Entrepreneurship, and General Business (MGT/ENTR/GBUS)

Marketing and International Business (MKT/IB)

MISSION STATEMENT

The Frank G. Zarb School of Business at Hofstra University provides a quality education to future leaders in the profit, not-for-profit and public sectors. The School offers an in-depth education within a framework that includes a major field of specialization and a focus on decision making and management in a culturally, politically, socially and demographically diverse environment. A major objective of the curricula is to provide students with a perspective on the integration of the functional areas of business, while maximizing the use of analytical skills and knowledge for decision making in a contemporary global business environment.

Within a University dedicated to the liberal arts and sciences as the foundation of education, the Zarb School is committed to developing in its undergraduate students an appreciation for those disciplines. The Zarb School emphasizes to all its students the importance of lifelong learning and the social and ethical responsibility of managers toward all stakeholders in a diverse global workplace.

The academic organization is designed to foster student learning through close student/faculty interaction. Faculty are primarily concerned with excellence in teaching and are strongly committed to research and scholarship. They are also committed to service to the School and to the community at large.

The vision of the Zarb School of Business is to expand its national and international reputation for excellence by building on its strong regional reputation as a leading school of business.

EDUCATIONAL PHILOSOPHY TO ACHIEVE MISSION

The Zarb School is committed to maintaining and increasing the quality of its educational programs through:

1. Viewing the Mission Statement as a living document to be reviewed regularly and revised as warranted.
2. Assessing its programs on a continuing basis by communicating with all of the School's stakeholders.
3. Providing an environment of fellowship among faculty, students and administrators that encourages collegiality and interaction through which a diversity of contributions are welcomed. Student advisement is an important component of this close association among faculty, students and administrators.
4. Maintaining as its priority the recognition and reward of faculty achievements in teaching excellence. Recognizing and rewarding faculty achievements in research and scholarship is deemed critical. A balance among basic scholarship, applied scholarship and instructional development is essential. Encouraging and recognizing University and community service is emphasized as well.
5. Attracting and retaining students with a strong commitment to learning, a sense of responsibility and the skills and academic preparation necessary to pursue a rigorous academic program.
6. Developing in both undergraduate and graduate students a sense of the special responsibilities incumbent upon them as future leaders by stressing the value of ethical behavior and diversity in all of its forms in the global workplace.
7. Promoting and encouraging the professional and personal development of students through sponsorship of a broad variety of student organizations, providing students with opportunities for formal and informal interaction with business practitioners and organizations. The School utilizes its proximity to New York City to better implement these interactions.
8. Seeking active linkages with local, national and international business organizations, agencies and other appropriate partners to provide service to a variety of communities and constituents and to afford opportunities to others to benefit from participation in Hofstra's academic community.

GENERAL EDUCATIONAL OBJECTIVES

At both the baccalaureate and master's levels, the Frank G. Zarb School of Business is committed to promoting quality teaching that requires rigor, relevance, and a thorough exploration of the application of business knowledge in an ever-changing business environment. Simultaneously, the School must impart to its students:

1. Strong functional knowledge integrated across business disciplines.
2. Proficiency in oral and written communications.
3. Analytical and critical thinking skills for effective decision making.
4. Appreciation for the sociopolitical, demographic, economic, and environmental issues that characterize the contemporary global business environment.
5. Understanding of information systems and other technologies and their use in both domestic and global environments.
6. Understanding of ethical principles and social responsibility.

Beyond service to traditional students, the Frank G. Zarb School seeks to increase its base of service to the business and not-for-profit communities through a variety of delivery systems such as certificate programs, consulting services, conferences, workshops, research and new course/program development for working executives, among others.

SPECIFIC OBJECTIVES OF EACH PROGRAM

In addition to the general education objectives listed above, each graduate program in the Zarb School of Business has specific objectives. See each program for its objectives.

PROGRAMS OFFERED

The Frank G. Zarb School of Business offers the following programs of study:

- Master of Business Administration
- Executive Master of Business Administration
- Master of Science
- Juris Doctor and Master of Business Administration, (a dual program offered jointly with the School of Law)
- Bachelor of Business Administration/Master of Science

ACCREDITATION

All graduate programs offered by the Zarb School of Business are professionally accredited by AACSB International — The Association to Advance Collegiate Schools of Business. This accreditation ensures that faculty, academic programs, and facilities meet the highest professional standards.

Courses in these programs are open only to those students who have been accepted for matriculation. For information, contact the Zarb School of Business Graduate Programs Office, Third Floor, Weller Hall, (516) 463-5683; Fax (516) 463-5268; E-mail: humba@hofstra.edu.

ACADEMIC STANDING

Graduate business students are required to earn a 3.0 GPA or better to be considered in good standing and to graduate. NOTE: Majors in accounting must also have an overall GPA of 3.0 in accounting course work at Hofstra.

The academic performance of all students is reviewed at the conclusion of every semester. Any student with a GPA of less than 3.0 at the end of a semester will be subject to academic probation.

Students who have accumulated 25 percent or more of total attempted semester hours in INC's, W's and NC's will also be placed on probation. Students who have maintained two consecutive probationary periods, and who have not raised their GPA to the required 3.0 by the conclusion of the second probationary period, are subject to dismissal. A graduate student with especially serious academic deficiencies is subject to immediate dismissal when such deficiencies make it apparent that the student's continuation in the graduate program will not result in his/her successful achievement of a degree.

Further information concerning maintenance of graduate academic standing may be obtained from the Zarb School of Business Graduate Programs Office, Third Floor, Weller Hall.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

The Frank G. Zarb School of Business offers programs leading to the Master of Business Administration with majors in the following areas:

- Accounting
- Business Computer Information Systems
- Finance
- International Business
- Management
- Marketing
- Taxation

OBJECTIVES OF THE MASTER OF BUSINESS ADMINISTRATION PROGRAM

- Provide qualified students (who already hold baccalaureate degrees) with a professional perspective, broad exposure to the functional areas of business, specialized instruction in the leadership aspects of business, integrative capstone courses, and an opportunity to gain expertise in a specific field of business.
- Serve individuals with a strong commitment to managerial careers in business, government or the not-for-profit sector who exhibit the potential for leadership in the global business community.
- Offer a wide range of M.B.A. concentrations.

ADMISSION CRITERIA

Applicants for admission to the M.B.A. Program must hold a baccalaureate degree from an accredited institution. No specific undergraduate course of study is required for admission, nor is any specific course of undergraduate study recommended for those students planning to pursue these degrees. Undergraduate majors represented in the M.B.A. Program include, but are not limited to, business, education, the natural and social sciences, engineering, the humanities and nursing.

Applicants for admission are required to take the Graduate Management Admission Test (GMAT), which is administered by the Graduate Management Admission Council (GMAC). Applicants are encouraged to take the GMAT well in advance of applying to a graduate program. To schedule an appointment to take the GMAT, applicants may call 1-800-462-8669 or visit the GMAC Web site at www.mba.com.

All applications for admission are considered on the basis of their own merits, with weight given to the strength of a student's previous academic performance, scores obtained on the GMAT, professional experiences indicating increasing levels of responsibility, and any other pertinent information which the candidate for admission may provide to the Committee on Admissions.

TRANSFER CREDIT

Opportunities to transfer credit from other institutions into the M.B.A. Program are extremely limited, and only course work completed at AACSB accredited schools will be considered. A maximum of 9 semester hours beyond the core competency levels will be considered for transfer credit. Graduate transfer credit in this program is always limited to ensure that a minimum of 30 post-core competency credits are taken in residence.

STATUTE OF LIMITATION

All credits applied toward the M.B.A. degree must be earned within the period of five years starting from the date of completion of the first course applicable to the degree. Exceptions will be made for any period of intervening military service. M.B.A. students in the Zarb School of Business who have no record of attendance in the School for a period of 15 months or more after the last semester completed, including summer sessions, may be required to file for readmission and follow the requirements set forth in the *Graduate Studies Bulletin* in effect upon such readmission.

PROGRAM REQUIREMENTS FOR ALL M.B.A. MAJORS

A range of 42-66 semester hours is required for the M.B.A. degree. Previous course work is evaluated by the Graduate Programs Office of the Zarb School of Business upon a student's admission. Students who have not taken the necessary prerequisite courses will be required to do so.

Students may be awarded credit for M.B.A. residency requirements and/or core competencies based upon previous academic work, and this will determine the total number of semester hours required for the M.B.A. degree. No credit will be allowed for core competency or graduate courses with D grades. These courses must be repeated.

The Program is comprised of the following five components:

Component I	Residency Workshops (No credit)
Component II	Core Competencies (0-24 s.h.)
Component III	Advanced Core (18 s.h.)
Component IV	The Contemporary Business Environment (9 s.h.)
Component V	The Major Concentrations (15 s.h.)

Component I: Residency Workshops (No credit)

These workshops cover the fundamentals of computer applications, information resources, and calculus with business applications respectively. Full-time students must complete them during the first month of the semester in which they begin an M.B.A. Program. Part-time students must complete them within their first semester. Documentation of completion must be submitted to the Graduate Programs Office in order for students to register for the subsequent semester. (NOTE: The Computer Applications and the Business Mathematics workshops may be satisfied through previous undergraduate or graduate course work. Students will receive with their letter of admission information about which residency requirements, if any, have been met through prior course work.)

Computer Applications (No credit)

This computer workshop provides students with baseline competencies in word processing, spreadsheets, Internet and e-mail usage, and other software applications. Students in this workshop, depending upon level of preparation, are also exposed to presentation software (PowerPoint and Freelance), and are offered the opportunity to learn how to organize their own home pages. Attendance is required at one 2-hour session. Open only to matriculated Zarb School of Business graduate students.

Information Resources (No credit)

The library/information resources workshop ensures that all graduate students establish in their first semester the ability to fully utilize the extensive information, data, and other resources available through the University's Axinn Library. Since the library's resources and services are constantly expanding, the Information Resources workshop is continually updated to reflect the most contemporary and efficient utilization of these resources to enable students to solve business problems and to perform sophisticated business research. This workshop offers extensive coverage of the library's Lexicat system, access services, reference services, media services, curriculum materials center, government documents, and other resources. Attendance is required at one 6-hour session.

Business Mathematics (No credit)

This workshop focuses on a basic overview of calculus required for a better understanding of certain aspects of the business curriculum. Topics covered include functions, analytic geometry of the plane, differentiation, and integration as applied to business decision making. This workshop requires attendance at six 2-hour sessions. Entering graduate students may be waived from the workshop upon demonstration that they have previously completed a calculus course with a grade of B or better at an accredited college or university. Open only to matriculated Zarb School of Business graduate students.

Component II: Core Competencies (0-24 s.h.)

The core competency component provides students with exposure to the functional areas of business and provides the base of knowledge necessary to understand how a business organization functions. Core competency requirements may be satisfied through the successful completion of appropriate previous course work with grades of B or better taken within a specific time frame prior to enrollment in the M.B.A. Program or through satisfactory performance on a proficiency examination administered by the appropriate department within the Zarb School of Business.

Previous course work is evaluated by the Graduate Programs Office of the Zarb School of Business immediately upon a student's admission. The results of this evaluation, including notification of the core competencies required as part of each individual student's course of study in the M.B.A. Program, will be communicated to all students with their letter of admission. Further evaluation of core competencies after admission will only be undertaken for those students admitted directly from their baccalaureate program of study and for whom final undergraduate transcripts were not available at the time of admission.

Students should note that in-service training courses, corporate training, and other nondegree bearing credit courses are not acceptable for credit toward the core competencies. Courses taken at junior or community colleges are generally not acceptable for credit toward core competency courses.

The core competencies and their undergraduate equivalents (noted in parentheses) are as follows:

ACCT	201	Financial Accounting and Reporting, 3 s.h. (Two undergraduate courses inclusive of ACCT 101 and 102)
BCIS	201	Information Technology, 3 s.h. (One undergraduate course in management information systems)
ECO	201	General Economics, 3 s.h. (Two undergraduate courses inclusive of microeconomics and macroeconomics)
FIN	201	Financial Analysis and Markets, 3 s.h. (Two undergraduate courses inclusive of finance/financial analysis/money and banking)
LEGL	201	Legal, Political, Regulatory and Ethical Environment of Business, 3 s.h. (At least one undergraduate course inclusive of all topics listed in the course title)
MGT	201C	Operations, Technology and Quality Management, 3 s.h. (At least one undergraduate course inclusive of all topics listed in the course title)
MKT	201	Marketing Principles and Concepts, 3 s.h. (One undergraduate course in marketing principles)
QM	201	Quantitative Analysis With Business Applications, 3 s.h. (At least one undergraduate course inclusive of business uses for statistical analysis)

Majors in Accounting must also satisfy the following courses:

ACCT	123 & 124	Financial Accounting Theory and Practice, 3 s.h. each
	131	Cost Accounting Systems, 3 s.h.
	242	Advanced Accounting Theory and Practice, 3 s.h.
LEGL	24	Legal Aspects of Business Organizations and Activities, 3 s.h.

Majors in Business Computer Information Systems must also satisfy the following special core competency course:

BCIS	201A	Structured COBOL Programming (or any graduate level programming course offered by the BCIS/QM Department, or permission of the department chairperson), 3 s.h.
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Majors in Taxation must also satisfy the following courses:

ACCT	123 & 124	Financial Accounting Theory and Practice, 3 s.h. each
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Component III: The Advanced Core (18 s.h.)

The advanced core component further strengthens the general management base provided in Component II of the program. This component is presented within a framework that emphasizes the professional and leadership perspectives in the management of business organizations, as well as the importance of written and oral communication skills.

With permission of the Graduate Programs Office, in consultation with the department chairperson to set general policy, M.B.A. students may seek permission to substitute a more advanced course in a subject area represented in the advanced core courses if they have previously completed a minimum of six courses in the subject at the undergraduate or graduate level with grades of B or better.

ACCT	230	Managerial Accounting and Reporting, 3 s.h.
BCIS	205	Management Information Systems, 3 s.h.
FIN	202	Corporate Financial Management, 3 s.h.
MGT	202	Innovative Management of Contemporary Organizations, 3 s.h.
MKT	207	Marketing Management, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis, 3 s.h.

Component IV: The Contemporary Business Environment (9 s.h.)

The contemporary business environment provides students with an applied focus on issues of managing contemporary organizations. A broad frame of reference is provided in order to enable students to develop decision making and leadership skills within environments of increasing uncertainty and complexity, which are influenced by ethics, technology, and social, ethnic and political diversity. In addition, this component provides for integration of material in a global context from the core competency courses, which cross traditional functional boundaries.

MGT	214	Business Ethics and Society, 3 s.h.
	217	Developing Leadership and Communication Skills, 3 s.h.
IB	219†	Global Business Decision Making, 3 s.h.

†Students must have completed at least 12 s.h. in the Advanced Core before registering for IB 219.

Component V: The Major Concentrations (15 s.h.)

The major concentration enables students to establish a strong base of specialized knowledge in one of the areas of study represented in the Zarb School of Business. This complements the skills in the various functional areas of business, as well as the professional leadership and management orientation found in Components I through IV. Concentrations are offered in Accounting, Business Computer Information Systems, Finance, International Business, Management, Marketing, and Taxation.

With permission of the Graduate Programs Office, in consultation with the department chairperson to set general policy, students may substitute an elective course outside of their major area for one of these courses.

Accounting

ACCT	216	Tax Accounting or a 200-level taxation course, 3 s.h.
	234	Advanced Auditing, 3 s.h.
	250	Seminar in Advanced Contemporary Accounting Theory, 3 s.h.

One international accounting theory course, 3 s.h.

Capstone Research Integration Course, 3 s.h.

Business Computer Information Systems

BCIS	206	Systems Analysis and Design, 3 s.h.
	212	International Information Technology, 3 s.h.
	215	Database Management Systems, 3 s.h.

One elective in area of concentration, selected under advisement, 3 s.h.

Capstone Research Integration Course, 3 s.h.

Finance; International Business; Management; Marketing; Taxation

Four electives in area of concentration selected under advisement (including at least one international course in the area of concentration), 12 s.h.

Capstone Research Integration Course, 3 s.h.

Capstone Research Integration Course

In order to better address the myriad of experiences and professional objectives of students enrolled in the M.B.A. Program, the Capstone Research Integration Course offers students a variety of options through which to integrate material presented in other components of study. All of these options stress the importance of analytical and research skills; decision making across functional lines; a demonstrated thorough understanding of the global environment, markets, technology and operations of an organization or issue within an organization; and effectively communicating and substantiating decisions which have the potential to profoundly affect an enterprise.

Before choosing one of the following options, students must ensure that they meet the registration requirements listed under the individual course descriptions:

- Option 1: ACCT, BCIS, FIN, IB, MGT, or MKT 304, Advanced Research Seminar, 3 s.h.
Option 2: ACCT, BCIS, FIN, IB, MGT, or MKT 305, M.B.A. Honors Research Thesis, 3-6 s.h.
(Students approved to pursue a 6 semester hours honors research thesis must take their three remaining elective courses within their area of specialization.)
Option 3: ACCT, BCIS, FIN, IB, MGT, or MKT 306, Case Focused Research Seminar, 3 s.h.
Option 4: ACCT, BCIS, FIN, IB, MGT, or MKT 307, Consulting Research Project, 3 s.h.
Option 5: ACCT, BCIS, FIN, IB, MGT, or MKT 308, Integrative Business Simulation, 3 s.h.

Options 3, 4, and 5 are cross-listed in the class schedules in order to enable majors from the various disciplines to come together in a common integrative course and promote a team effort approach to problem solving. For example, if Option 3 (FIN 306: Case Focused Research Seminar) is offered by the Finance Department, it will be cross-listed for the other four departments. Therefore, a marketing major who desires to take the course will register for MKT 306, while a management major will register for the same class listed as MGT 306.

JURIS DOCTOR/MASTER OF BUSINESS ADMINISTRATION (J.D./M.B.A.)

This program leads to both the Juris Doctor and Master of Business Administration degrees. Many areas of law and business benefit from such an integrated program.

OBJECTIVES OF THE J.D./M.B.A. PROGRAM

- Offer qualified students a joint program leading to both M.B.A. and J.D. degrees.
- Give people with legal backgrounds a knowledge of business practice, the economic ramifications of the law and a foundation in business problem solving. Areas of law and business that especially benefit from such an approach include tax law, corporation law, real estate law, and antitrust law.

ADMISSION CRITERIA

Applicants for admission to the J.D./M.B.A. Program must hold a baccalaureate degree from an accredited institution. No specific undergraduate course of study is required for admission, nor is any specific course of undergraduate study recommended for those students planning to pursue these degrees.

Applicants are required to take the Graduate Management Admission Test (GMAT), which is administered by the Graduate Management Admission Council (GMAC). Applicants are encouraged to take the GMAT well in advance of applying to a graduate program. To schedule an appointment to take the GMAT, applicants may call 1-800-462-8669 or visit the GMAC Web site at www.mba.com.

All applications for admission are considered on the basis of their own merits, with weight given to the strength of a student's previous academic performance, scores obtained on the GMAT, professional experiences indicating increasing levels of responsibility, and any other pertinent information which the candidate for admission may provide to the Committee on Admissions.

Hofstra law students in good academic standing at the end of the first year of Law School are eligible for admission to the program. Alternatively, students may apply simultaneously to the Law School and the Zarb School of Business for the fall semester in which they plan to begin study. Students are required to meet admission standards of the School of Business and the School of Law. The regular M.B.A. application fee may be waived by the Director of Graduate Programs.

A complete description of the program can be obtained from the Zarb School of Business Graduate Programs Office, Third Floor, Weller Hall, (516) 463-5683, or from the School of Law Admissions Office, 114 Law School, (516) 463-5916.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (E.M.B.A.)

The Frank G. Zarb School of Business offers a 48 s.h. Executive M.B.A. Program (E.M.B.A.) for those individuals who hold middle- to senior-level management positions in private industry, government and the not-for-profit sector. It is organized to allow working managers the opportunity to continue their professional commitments while simultaneously participating fully in a lockstep M.B.A. program that is twenty months in length. The program is designed so that students will attend classes between the hours of 8 a.m. and 6 p.m. on alternating Fridays and Saturdays—four full days each month (two Fridays and two Saturdays). Students participate in the E.M.B.A. degree program with the consent of their company or organization because of the required released time necessary to attend Friday classes and participate in the Program's two-day initial residency and its International Management Practicum.

Transfer between the regular M.B.A. Program and the E.M.B.A. Program is not permitted because they are separate and distinct programs.

Possession of a notebook or desktop computer and appropriate hardware and software is a required part of the E.M.B.A. Program, and students are provided with specific information about these requirements upon admission to the Program.

OBJECTIVES OF THE EXECUTIVE M.B.A. PROGRAM

- Provide a graduate management education leading to the M.B.A. degree for those qualified students who possess at least seven years of managerial (or equivalent) experience and for whom a more appropriate venue for pursuit of the M.B.A. would be the structure and environment of the executive mode of delivery.
- Provide an appropriate professional perspective, broad exposure to the functional areas of business, specialized instruction in the leadership aspects of business, integrative capstone courses and an international residency component to foster global skills.
- Serve the particular needs of E.M.B.A. students through a lockstep program that encourages interaction among students.

ADMISSION CRITERIA

Applicants for admission to the Executive M.B.A. Program (E.M.B.A.) must hold a baccalaureate degree from an accredited institution. No particular course of undergraduate study is required for admission to the E.M.B.A. Program nor are other prerequisites required prior to admission. Applicants should provide documentation of a minimum of seven years of full-time professional work experience, at least half of which should be in a managerial capacity. Criteria that are evaluated in the context of the E.M.B.A. admission process include GMAT scores, undergraduate and/or previous graduate course work, essays, two letters of recommendation, a professional resume and/or summary of accomplishments, and a required personal evaluative interview.

Applicants for admission are required to take the Graduate Management Admission Test (GMAT), which is administered by the Graduate Management Admission Council (GMAC). Applicants are encouraged to take the GMAT well in advance of applying to a graduate program. To schedule an appointment to take the GMAT, applicants may call 1-800-462-8669 or visit the GMAC Web site at www.mba.com.

STATUTE OF LIMITATION

The E.M.B.A. Program is structured as a lockstep program wherein students begin in the late summer and graduate twenty months from the date of their enrollment. Under extenuating circumstances, students may be granted a leave of absence from the program and be permitted to resume study at a later date. This may be done only upon documentation of the extenuating circumstances leading to the request for a leave and then only with the written approval of the Graduate Programs Office. In no case will an E.M.B.A. student be permitted to complete the degree in excess of five years.

PROGRAM REQUIREMENTS FOR ALL E.M.B.A. STUDENTS (48 s.h.)

The course of study in the E.M.B.A. Program includes representation from all of the functional areas of business, as well as specific residencies geared toward working executives and professionals. This structure is as follows:

Component I	Initial Executive M.B.A. Residency, 1 s.h.
Component II	The E.M.B.A. Core, 31 s.h.
Component III	International Management Practicum, 6 s.h.
Component IV	The Executive Cluster, 10 s.h.

NOTE: All 400-level courses are open only to matriculated Zarb School of Business E.M.B.A. students.

Component I: The E.M.B.A. Residency (1 s.h.)

EMBA 400	Initial Executive M.B.A. Residency, 1 s.h.
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Component II: The E.M.B.A. Core (31 s.h.)

The core of the E.M.B.A. Program provides managers with a strong foundation in the major functional areas of business and an overview of the importance of the integration of these functions across organizational structures.

ACCT 401	Financial Reporting and Managerial Accounting, 4 s.h.
BCIS 401	Information Systems for Management, 4 s.h.
FIN 401	Managerial Economics, 3 s.h.
402	Managerial Finance, 4 s.h.
LEGL 401	The Legal and Regulatory Environment, 2 s.h.
MGT 401	Operations Management, 2 s.h.
402	Managing Contemporary Organizations, 4 s.h.
MKT 401	Marketing Analysis and Management, 4 s.h.
QM 401	Quantitative Analysis for Managers, 4 s.h.

Component III: The E.M.B.A. Practicum (6 s.h.)

EMBA 410	International Management Practicum, 6 s.h.
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Component IV: The Executive Cluster (10 s.h.)

This cluster represents an applied executive focus stressing the importance of communications, ethics, leadership and decision-making skills in managing contemporary global organizations. The knowledge base developed in the E.M.B.A. Core and real-world experiences of resident managers and executives are fully integrated into the discussions within the Executive Cluster. The case study method and use of the computer as a management tool are employed extensively.

EMBA 415	Executive Leadership and Communication Skills, 2 s.h.
420	Ethical and Social Responsibilities of Leadership, 2 s.h.
425	The Challenge of Global Business Strategy, 3 s.h.
430	Capstone Research Integration Project, 3 s.h.

(E.M.B.A.) COURSES

EMBA 400 Periodically 1 s.h.
Initial Executive M.B.A. Residency

The Initial Executive M.B.A. Residency takes place over two days on the Hofstra campus. The objectives of the Residency are 1) to fully explore the composition and curriculum of the E.M.B.A. Program in the context of the professional and educational objectives of the class; 2) to provide an overview of the most current technologies and information resources utilized in the program; 3) to interact with administrators, faculty, and alumni of the Zarb School as well as with senior managers from the public and private sectors; and 4) to allow for discussion of the meaning of managing in a global environment and what the unique challenges of this are for effective contemporary managers.

EMBA 410 Periodically 6 s.h.
International Management Practicum

Businesses all over the world are facing new challenges and opportunities in a rapidly changing global environment in which many dynamic forces are interacting to create a totally new set of rules for the conduct of business. This international business experience seminar provides a firm based project approach to assist students in the E.M.B.A. Program to understand and deal with the decision making process in an international context.

EMBA 415 Periodically 2 s.h.
Executive Leadership and Communication Skills

This course provides an experiential forum for assessing and developing interpersonal leadership skills. A special emphasis is placed upon the implications for the leader in a demographically diverse and global business environment, and on ethical interactions with all organizational stakeholders.

EMBA 420 Periodically 2 s.h.
Ethical and Social Responsibilities of Leadership

An examination of the social responsibilities of organizational leaders. Using cases and role playing, student groups consider contemporary examples of organizations' ability to attend to various constituencies, including customers, employees, stockholders, and the community. Emphasis is placed on managers' decisions with respect to the natural environment and on the challenges of transacting business in a global market place with a diversity of ethical standards.

EMBA 425 Periodically 3 s.h.
The Challenge of Global Business Strategy

An integrative capstone course with emphasis on the strategic framework and business decision making in a global environment. In formulating a global strategy, the importance of functional interdependence and the role of coordinating the planning of the various country operations are discussed. An important part of the course is the development of skills for evaluating the impact of external environmental factors such as the economy, political stability, infrastructure, technology, cultural diversity and ethical issues as they affect a global firm.

EMBA 430 Periodically 3 s.h.
Capstone Research Integration Project

Emphasis on multiple functional areas that are taught in the Zarb School of Business. A case-study approach is utilized in this course, and students are challenged to understand how decisions and policies from different functional areas are integrated within an organization. Students present detailed recommendations toward resolution of complex business problems within an industry or company which must be supported by appropriate documentation of research and analysis.

MASTER OF SCIENCE (M.S.)

The Frank G. Zarb School of Business offers programs leading to the Master of Science with majors in the following areas:

- Accounting
- Computer Information Systems
- Finance
- Human Resources Management
- Marketing
- Marketing Research
- Taxation

OBJECTIVES OF THE MASTER OF SCIENCE PROGRAMS

- Provide qualified students who already hold baccalaureate degrees with a professional perspective and an opportunity to gain expertise in a specific field of business. These programs are targeted at those who seek to develop expanded bases of knowledge in a particular area of business, as well as those who may seek career change from one business discipline to another.
- Serve individuals with a strong commitment to managerial careers in business, government or the not-for-profit sector who exhibit the potential for leadership in the global business community.
- Offer M.S. degrees in several functional areas of business.

ADMISSION CRITERIA

Applicants for admission to the M.S. Programs (majoring in either Accounting or Taxation) must hold a baccalaureate degree in accounting or the equivalent from an accredited institution. Applicants for admission to the M.S. Programs in Computer Information Systems, Finance, Human Resources Management, Marketing, and Marketing Research must hold a baccalaureate degree from an accredited institution. NOTE: Previous course work is evaluated by the Graduate Programs Office of the Zarb School of Business upon a student's admission. Students who have not taken the necessary prerequisite courses will be required to do so.

Applicants for admission are required to take the Graduate Management Admission Test (GMAT), which is administered by the Graduate Management Admission Council (GMAC). Applicants are encouraged to take the GMAT well in advance of applying to a graduate program. To schedule an appointment to take the GMAT, applicants may call 1-800-462-8669 or visit the GMAC Web site at www.mba.com.

Applicants for the M.S. in Taxation Program may substitute the Law School Admissions Test (LSAT) if they are currently enrolled in the Hofstra Law School or have graduated from an ABA accredited law school.

All applications for admission are considered on the basis of their own merits, with weight given to the strength of a student's previous academic performance, scores obtained on the GMAT, professional experiences indicating increasing levels of responsibility, and any other pertinent information which the candidate for admission may provide to the Committee on Admissions.

PROGRAM REQUIREMENTS

Thirty to thirty-three (30-33) semester hours of graduate course work are required for the M.S. degree. NOTE: These requirements are not inclusive of course prerequisites. Please see actual course descriptions in this *Graduate Studies Bulletin* for prerequisites.

RESIDENCY WORKSHOPS

These workshops cover the fundamentals of computer applications, information resources, and calculus with business applications respectively. Full-time students must complete them during the first month of the semester in which they begin an M.S. Program. Part-time students must complete them within their first semester. Documentation of completion must be submitted to the Graduate Programs Office in order for students to register for the subsequent semester. (NOTE: The Computer Applications and the Business Mathematics workshops may be satisfied through previous undergraduate or graduate course work. Students will receive with their letter of admission information about which residency requirements, if any, have been met through prior course work.)

Computer Applications (No credit)

This computer workshop provides students with baseline competencies in word processing, spreadsheets, Internet and e-mail usage, and other software applications. Students in this workshop, depending upon level of preparation, are also exposed to presentation software (PowerPoint and Freelance), and are offered the opportunity to learn how to organize their own home pages. Attendance is required at one 2-hour session. Open only to matriculated Zarb School of Business graduate students.

Information Resources (No credit)

The library/information resources workshop ensures that all graduate students establish in their first semester the ability to fully utilize the extensive information, data, and other resources available through the University's Axinn Library. Since the library's resources and services are constantly expanding, the Information Resources workshop is continually updated to reflect the most contemporary and efficient utilization of these resources to enable students to solve business problems and to perform sophisticated business research. This workshop offers extensive coverage of the library's Lexicat system, access services, reference services, media services, curriculum materials center, government documents, and other resources. Attendance is required at one 6-hour session.

Business Mathematics (No credit)

This workshop focuses on a basic overview of calculus required for a better understanding of certain aspects of the business curriculum. Topics covered include functions, analytic geometry of the plane, differentiation, and integration as applied to business decision making. This workshop requires attendance at six 2-hour sessions. Entering graduate students may be waived from the workshop upon demonstration that they have previously completed a calculus course with a grade of B or better at an accredited college or university. Open only to matriculated Zarb School of Business graduate students. (Students enrolled in the M.S. programs in Accounting or Taxation are not required to take the Business Mathematics workshop.)

PROGRAM REQUIREMENTS FOR AN M.S. IN:

- Accounting (30 s.h.)
- Taxation (30 s.h.)

In most states, candidates for the CPA examination are required to have completed 150 semester hours of course work in order to be eligible to take the examination. Each of these programs offered by the Department of Accounting, Taxation, and Legal Studies in Business should enable accounting students to meet this requirement. (Students are advised to check with their state boards of accountancy to obtain specific requirements.)

The following program requirements may be modified based upon a student's prior academic course work. Previous course work is evaluated by the Graduate Programs Office of the Zarb School of Business upon a student's admission.

Accounting (30 s.h.)

Residency Workshops, see page 378.

ACCT 210	Financial Accounting Perspectives, 3 s.h
215	Income Tax for Business Entities, 3 s.h.
230	Managerial Accounting and Reporting, 3 s.h.
234	Advanced Auditing, 3 s.h.
242	Advanced Accounting Theory and Practice, 3 s.h.
250	Seminar in Advanced Contemporary Accounting Theory, 3 s.h.
309	Research Seminar, 3 s.h.
BCIS 208	Accounting Information Systems, 3 s.h.
QM 210	Advanced Applications for Quantitative Analysis, 3 s.h.
One liberal arts elective, selected under advisement, 3 s.h.	

Taxation (30 s.h.)**Residency Workshops, see page 378.**

ACCT	215	Income Tax for Business Entities, 3 s.h.
	242	Advanced Accounting Theory and Practice, 3 s.h.
TAX	220	Tax Practice and Procedures, 3 s.h.
	221	Income Tax Problems of Partnerships, 3 s.h.
	222	Federal Income Taxation of the Corporation and Its Shareholders, 3 s.h.
	227	Taxation of International Transactions, 3 s.h.
	309	Research Seminar, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis, 3 s.h.
		One business elective, selected under advisement, 3 s.h.
		One liberal arts elective, selected under advisement, 3 s.h.

PROGRAM REQUIREMENTS FOR AN M.S. IN COMPUTER INFORMATION SYSTEMS (30 s.h.)

Offered by the Department of Business Computer Information Systems and Quantitative Methods, the Master of Science in Computer Information Systems is designed to meet the demand of professionals who want to assume specialized responsibilities in the field of information technology.

Residency Workshops, see page 378.

BCIS	205	Management Information Systems, 3 s.h.
	206	Systems Analysis and Design, 3 s.h.
	215	Database Management Systems, 3 s.h.
	220	Business Data Communications, 3 s.h.
	230	Power Tools for Managers, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis, 3 s.h.
BCIS	309	Research Seminar in Business Computer Information Systems, 3 s.h.
		Three business computer information systems electives, selected under advisement, 3 s.h. each

PROGRAM REQUIREMENTS FOR AN M.S. IN FINANCE (30 s.h.)

Offered by the Department of Finance, the Master of Science in Finance offers advanced financial instruction that provides a strong conceptual understanding of finance and develops students' analytical abilities. Candidates come with interests in such areas as corporate finance, investments, international finance, and financial institutions.

Residency Workshops, see page 378.

FIN	202	Corporate Financial Management, 3 s.h.
	205	Security Analysis, 3 s.h.
	209	Seminar: Corporate Financial Policy, 3 s.h.
	212	International Financial Management, 3 s.h.
	260	Futures Markets, 3 s.h.
	261	Option Markets, 3 s.h.
	309	Research Seminar in Finance, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis, 3 s.h.
		Two finance electives (one may be non-finance), selected under advisement, 3 s.h. each

PROGRAM REQUIREMENTS FOR AN M.S. IN HUMAN RESOURCES MANAGEMENT (30 s.h.)

Offered by the Department of Management, Entrepreneurship and General Business, the Master of Science in Human Resources Management is designed to provide an understanding of the latest developments in this field and to enhance the career potential of its participants.

Residency Workshops, see page 378.

MGT	201C	Operations, Technology and Quality Management, 3 s.h.
	202	Innovative Management of Contemporary Organizations, 3 s.h.
	204	Individual and Group Behavior in Organizations, 3 s.h.
	208	Training and Development, 3 s.h.
	210	Human Resources Management, 3 s.h.
	217	Developing Leadership and Communication Skills, 3 s.h.
	220	Organizational Development and Change, 3 s.h.
	274	Labor Relations and the Law, 3 s.h.
	309	Research Seminar in Human Resources Management, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis (or equivalent research management methods course), 3 s.h.

PROGRAM REQUIREMENTS FOR AN M.S. IN MARKETING (30 s.h.)

Offered by the Department of Marketing and International Business, the Master of Science in Marketing is designed to meet the demands of professionals who want to assume middle- and upper-level positions within the marketing function. An emphasis is placed on the design, integration, implementation, and review of marketing plans.

Residency Workshops, see page 378.

MKT	207	Marketing Management, 3 s.h.
	220	International Marketing, 3 s.h.
	245	Research for Marketing Decisions, 3 s.h.
	247	Consumer Behavior, 3 s.h.
	275	Strategic Planning in Marketing, 3 s.h.
	309	Research Seminar in Marketing, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis, 3 s.h.

Three of the following courses, selected under advisement, 9 s.h.

MKT	211	Advertising Management, 3 s.h.
	212	Strategic Marketing of Services, 3 s.h.
	221	Distribution Management, 3 s.h.
	230	Pricing Theory and Practice, 3 s.h.
	240	Advanced Sales Management, 3 s.h.
	248	Strategic Decisions for Internet Marketing, 3 s.h.
	249	Product Innovation and Planning, 3 s.h.
	257, A-Z	Special Topics in Marketing, 3 s.h.
	280	Advanced Marketing Research, 3 s.h.
	330	Graduate Internship, 3 s.h.

PROGRAM REQUIREMENTS FOR AN M.S. IN MARKETING RESEARCH (33 s.h.)

Offered by the Department of Marketing and International Business, the Master of Science in Marketing Research is designed to meet the demands of professionals who want to assume specialized responsibilities in the field of marketing research.

Residency Workshops, see page 378.

MKT	207	Marketing Management, 3 s.h.
	245	Research for Marketing Decisions, 3 s.h.
	247	Consumer Behavior, 3 s.h.
	280	Advanced Marketing Research, 3 s.h.
BCIS	205	Management Information Systems, 3 s.h.
QM	210	Advanced Applications for Quantitative Analysis, 3 s.h.
	250	Multivariate Data Analysis Methods, 3 s.h.

One of the following BCIS/QM courses, selected under advisement, 3 s.h.:

QM	215	Business Forecasting, 3 s.h.
BCIS	212	International Information Technology, 3 s.h.
	215	Database Management Systems, 3 s.h.
	225	Knowledge-Based Decision Support Systems, 3 s.h.
	257, A-Z	Seminar: Special Topics in Business Computer Information Systems (permission of MKT/IB department chairperson required), 3 s.h.

One marketing elective, selected under advisement, 3 s.h.

MKT	310-311	Thesis in Marketing Research, 6 s.h.
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BACHELOR OF BUSINESS ADMINISTRATION/MASTER OF SCIENCE

The Frank G. Zarb School of Business offers the following combined B.B.A./M.S. programs:

Accounting (152 credits)**Taxation (152 credits)**

Qualified Hofstra University undergraduate accounting majors may choose to take one of the above-listed 152-credit joint B.B.A./M.S. programs. Students selecting the B.B.A./M.S. option must take the Graduate Management Admission Test (GMAT), meet the M.S. admission requirements, and submit the appropriate application after successfully completing a minimum of 88 undergraduate credits, but prior to enrolling in their last semester of their senior year. Students meeting these requirements will be eligible to take two of the following graduate-level courses, ACCT 215, 233, or 242 instead of ACCT 133, 144 or 125, respectively. The graduate courses (ACCT 215, 233, or 242) are credited to both the B.B.A. and M.S. degree requirements. Students taking this option will require a minimum of 24 additional credits to complete their M.S. degree. In most states candidates for the CPA examination are required to have completed 150 semester hours of course work in order to be eligible to take the examination. The B.B.A./M.S. program offered by the Department of Accounting, Taxation, and Legal Studies in Business should enable accounting students to meet this requirement. (Students are advised to check with their state boards of accountancy to obtain specific requirements.)

Marketing (152 credits)

Marketing Research (155 credits)

Qualified Hofstra University undergraduate marketing majors may choose to take one of the above-listed joint B.B.A./M.S. programs. These students must take the Graduate Management Admission Test (GMAT), meet the M.S. admission requirements, and submit the appropriate application after successfully completing a minimum of 88 undergraduate credits, but prior to enrolling in their last 12 credits of course work toward the B.B.A. Students meeting these requirements will be eligible to take two graduate-level courses, MKT 207 and MKT 247 in place of two undergraduate marketing electives. MKT 207 and MKT 247 are credited to both the B.B.A. and M.S. degree requirements. Students taking this option will only require an additional 24-27 credits to complete their M.S. degree.

For complete B.B.A. requirements, please see the *Hofstra University Undergraduate Bulletin*.

ADVANCED CERTIFICATE IN BUSINESS PROGRAMS

Offered by the Zarb School of Business and University College for Continuing Education, these advanced graduate certificates in business programs enable individuals who already possess graduate degrees in business to either refocus their careers or update and expand upon specific business skill sets. Individuals who possess professional degrees in other areas, e.g., medicine or law, may also find these programs of interest as an expedient means of achieving expertise in a particular business function. All courses are taught by Zarb School of Business faculty. Each of the following programs consists of six graduate-level courses for a total of 18 credits (exclusive of prerequisites in some programs); at least 12 credits must be taken in residence:

Banking; Business Computer Information Systems; Corporate Finance; General Management; Human Resources Management; International Business; Investment Management; Marketing; and Taxation.

OBJECTIVES OF THE ADVANCED CERTIFICATE PROGRAMS

- Enable qualified individuals holding M.B.A.s or other professional graduate degrees to earn certificates of achievement by completing 18 additional credits of graduate work in business. These programs are of value for those seeking to update skills in a particular field or to learn more about other functions of a firm.
- Offer these certificates in several specialized areas.
- Stimulate interest in business careers and encourage lifelong learning opportunities.
- Provide appropriate counseling and advisement.