

FRANK G. ZARB SCHOOL OF BUSINESS



RALPH S. POLIMENI, DEAN

Robert E. Brockway, Special Assistant to the Dean

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Patricia E. Green, Senior Assistant Dean for Undergraduate Programs

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Stuart L. Bass, Director of Graduate Programs

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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 Business Law (ACCT/TAX/BLAW)

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 (for further information see Undergraduate Bulletin)

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 website 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)
BLAW	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)
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)
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.
BLAW	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 website 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 8:00 a.m. and 6:00 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 website 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.
BLAW 401	The Legal and Regulatory Environment, 2 s.h.
FIN 401	Managerial Economics, 3 s.h.
402	Managerial Finance, 4 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 website 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 Business Law 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 360.

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 360.**

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 360.

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 360.

FIN	202	Corporate Financial Management, 3 s.h.
	205	Securities 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 360.

MGT	201C	Operations, Technology and Quality Management, 3 s.h.
	202	Innovative Management of Contemporary 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 360.

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 360.

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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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.

ACCOUNTING, TAXATION AND BUSINESS LAW (ACCT/TAX/BLAW)

Professor Warner, Chairperson, 205A Weller Hall

Assistant Professor Basile, Department Administrator

Professors Fonfeder, Katz, Lehman, Martin

Associate Professors Bass, Maccarrone, Petra, Slavin, Weisel

Assistant Professors Burke, Jones, Manteen, Marsicovetere, Papa, Patton, Venuti

Special Assistant Professor Holtzman

The Chaykin Distinguished Teaching Professorship in Accounting is held by Professor Katz. See page 472.

The Chaykin Endowed Chair in Accounting is held Dean Polimeni. See page 472.

(ACCT) COURSES

ACCT 201 Fall, Spring 3 s.h.
Financial Accounting and Reporting*
Overview of financial accounting which includes the analysis and preparation of financial statements, ethical considerations, cash flow analysis, partnerships, corporate accounting, investment in stocks, and international transactions. Credit given for this course or ACCT 1, 10 or 101. (Formerly Survey of Accounting.)

ACCT 210 Periodically 3 s.h.
Financial Accounting Perspectives*
This course enables the student to develop an understanding of the practical application of accounting principles and the communication of challenging accounting issues. Case studies are selected by the instructor to reflect a broad range of practical accounting issues in different industries in order to sharpen students' analytical skills. Students gain an appreciation for the role of the accountant as a reporter of financial information and events.
Prerequisites: ACCT 124 or approved equivalent and graduate standing or completion of 128 undergraduate semester hours, under advisement.

ACCT 215 Periodically 3 s.h.
Income Tax for Business Entities*
Analysis of Federal Income Tax laws, Regulations, and Rulings which affect partnerships and corporations (regular and Subchapter S).
Prerequisite: ACCT 143 or approved equivalent. This course is open to B.B.A. students in the second semester of their senior year provided that they have been admitted to either the M.S. or M.B.A. Program. Credit given for this course or ACCT 144, not both.

ACCT 216 Periodically 3 s.h.
Tax Accounting*
Introduction to basic business and personal federal income tax. Study and discussion of specific aspects of business transactions including executive compensation, fringe benefits, and the creation, purchase, reorganization and disposal of businesses. Course emphasizes the impact of taxation on business decisions.
Prerequisite: successful completion of ACCT 201 or approved equivalent. Not open to students who have taken an income tax course.

ACCT 230 Fall, Spring 3 s.h.
Managerial Accounting and Reporting*
Development and presentation of accounting information for managerial decision making in a global economy. Topics include budgeting, forecasting, profit analysis and planning, performance evaluation, transfer pricing, capital budgeting, goal congruence and measurement of organizational performance, and cost control. Environmental factors and ethical implications are integrated throughout the course.
Prerequisite: ACCT 2 or 102, or 201 or approved equivalent. (Formerly Advanced Managerial Accounting.)

ACCT 232 Periodically 3 s.h.
Accounting in a Global Environment*
Discussion of contemporary debates regarding harmonization of accounting standards and analysis of the differences among countries regarding their economic and social practices and corresponding accounting systems. Specific countries and specific auditing, accounting, and taxation practices and theories are discussed.
Prerequisite: ACCT 2 or 102, or 201 or approved equivalent.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

ACCT 234 Periodically 3 s.h.
Advanced Auditing*

Philosophy, postulates and concepts of auditing theory and their relationship to recent developments in auditing practice such as the expansion of management advisory services, greater use of electronic data processing and computerized management information systems are analyzed. The impact on the profession of the American Institute of Certified Public Accountants' pronouncements on auditing standards.

Prerequisite: ACCT 133 or approved equivalent. No credit for both this course and 235.

ACCT 242 Periodically 3 s.h.
Advanced Accounting Theory and Practice*

Statements and pronouncements of the Financial Accounting Standards Board, the American Institute of Certified Public Accountants, the American Accounting Association, the Securities and Exchange Commission and the Governmental Accounting Standards Board are analyzed. Advanced theory and problem-solving in partnership formation, operation and termination; and mergers, acquisitions and the resultant financial reporting are studied. Accounting application issues in governmental and not-for-profit entities are discussed. Computerized accounting information systems are also analyzed.

Prerequisites: ACCT 124 or approved equivalent, and BCIS 10 or 14 or BCIS 201. Not open to students who have taken ACCT 125 or equivalent or ACCT 241. This course is open to B.B.A. students in the second semester of their senior year provided that they have been admitted to either the M.S. or M.B.A. Program.

ACCT 243 Periodically 3 s.h.
Government and Not-for-Profit Accounting*

Examination of accounting principles unique to governmental and not-for-profit organizations. Topics include the operation of the governmental funds and account groups, the GASB and FASB Standards, and the accounting for not-for-profit entities such as hospitals, colleges and universities. International perspectives and ethical issues are integrated throughout.

Prerequisite: ACCT 124 or approved equivalent.

ACCT 250 Periodically 3 s.h.
Seminar in Advanced Contemporary Accounting Theory*

Critical examination of current thought in accounting; relationships between accounting and other business areas including economics, law, manufacturing, etc. Ethical, social and political influences on accounting theory and practice are discussed. Required of all M.B.A. candidates in public accounting.

Prerequisite: completion of all prerequisite and preliminary accounting courses. (Formerly Seminar in Contemporary Accounting.)

ACCT 257, A-Z Periodically 3 s.h.
Seminar: Special Topics in Accounting*

An advanced in-depth treatment of special topics. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to two of these courses to fulfill their major requirements so long as each seminar has a different letter designation. These courses do not qualify for CPA examination credit.

Prerequisites: ACCT 230 and any additional prerequisites as stated in the course schedule.

ACCT 304 Periodically 3 s.h.
Advanced Research Seminar in Business*

(NOTE: ACCT 306-308 may be offered in place of 304.) Students write an integrative paper on an assigned topic based on secondary research and then formulate a written primary data research design to investigate a specific key issue. They must formulate research questions and hypotheses, construct survey instruments and experimental designs, draft sample plans, outline data handling procedures, and prepare a comprehensive research proposal, furnishing justifications for its theoretical as well as practical significance. An oral presentation of each project is required at the conclusion of the semester.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the department chairperson.

ACCT 305 Periodically 3-6 s.h.
M.B.A. Honors Research Thesis in Accounting*

Student selects and designs an integrative research project with the approval and guidance of a faculty member in the area of specialization. Student is required to justify the project's significance within a decision-making framework and define the management applications of the research findings. An oral report of the research findings is presented to a faculty committee. With joint permission of the department chairperson and thesis adviser, a student may expand the M.B.A. Honors Research Thesis from 3 to 6 s.h.; the additional 3 s.h. may be counted toward elective requirements in the area of concentration.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

†Full-time students may take IB 219 as a corequisite.

ACCT 306 Periodically 3 s.h.

Case Focused Research Seminar in Business*

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. Written and oral reports are required.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as BCIS 306, FIN 306, IB 306, MGT 306, MKT 306.

ACCT 307 Periodically 3 s.h.

Consulting Research Project*

Under the supervision of an instructor and working singularly or in a small group, students are assigned to a client organization for one semester. The students and the client organization to which they are assigned will identify the client's specific problems and objectives. Students design and complete one or more integrative consulting projects involving various business principles and conduct research. A written consulting report and an oral presentation are made to a faculty committee and the senior management of the organization.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the Graduate Programs Office and the department chairperson. NOTE: Same as BCIS 307, FIN 307, IB 307, MGT 307, MKT 307.

ACCT 308 Periodically 3 s.h.

Integrative Business Simulation*

Course utilizes a comprehensive and integrative computer simulation to create a variety of complex multifunctional business problems to which students must respond under varying conditions of uncertainty. A team-based approach to decision making is used in resolving problems created by the computer model. Students are required to provide detailed reports on decisions made and to provide quantitative and qualitative justifications for their decisions. These justifications must be supported through the use of research and must be presented orally and in writing.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. NOTE: Same as BCIS 308, FIN 308, IB 308, MGT 308, MKT 308. (Formerly Computer Simulation (Management Game) in Accounting.)

ACCT 309 Periodically 3 s.h.

Research Seminar***

Supervised research in the field of accounting on an approved topic and the preparation of a formal paper. Students formulate a research question, determine the methodological approach, review prior work, and, where appropriate, specify the sample data and research techniques. An oral presentation of the paper is required at the conclusion of the semester.

Prerequisites: completion of 21 s.h. of graduate course work in the area of concentration.

ACCT 330 Fall, Spring 3 s.h.

Graduate Internship*

A work-study program open to graduate students who are specializing in accounting or taxation. Students work a minimum of 100 hours in the semester for selected business organizations in their area of specialization. A written evaluation of a complex relevant managerial decision is prepared by the student at the completion of the course. Most internship opportunities involve some form of monetary remuneration.

Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of the department chairperson. (Formerly GBUS 330).

ACCT 401 Periodically 4 s.h.

Financial Reporting and Managerial Accounting**

An intensive and comprehensive overview of basic financial statements and how these and other accounting information are utilized for managerial decision making in a global economy. Topics include, but not limited to, forecasting, profit analysis and planning, capital budgeting, measurement of organizational performance and cost of internal controls. Environmental responsibilities of corporations and the ethical dimensions of utilizing financial data for decision making are included. assurance, risk management matters, and patient care policies and procedures.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

**Open only to matriculated Zarb School of Business E.M.B.A. students.

***Open only to students matriculated in the M.S. in Accounting.

†Full-time students may take IB 219 as a corequisite.

(BLAW) COURSES

BLAW 201 Fall, Spring 3 s.h.
Legal, Political, Regulatory and Ethical Environment of Business*
Overview of the United States legal and political systems and governmental regulation as they relate to modern business practice. Case analyses are actively used for discussions of business contracts, partnerships, ethics, the Uniform Commercial Code, negotiable instruments, property and banking transactions, and compliance with local, state, federal, and emerging international regulations. (Formerly 201B, Legal and Social Environment of Business.)

BLAW 210 Periodically 3 s.h.
Accountants' Liability and Ethics*
Focus on various types of legal liability to which accountants may be exposed including common law liability and statutory liability under federal statutory law and blue sky laws. Various ethical issues that accountants face in their practices are also discussed.

BLAW 401 Periodically 2 s.h.
The Legal and Regulatory Environment**
Overview of the United States legal and political systems and governmental regulation as they relate to modern business practice. Case analyses are actively used for discussions of business contracts, partnerships, ethics, the Uniform Commercial Code, negotiable instruments, property and banking transactions, and compliance with local, state, federal, and emerging international regulations.

(TAX) COURSES

TAX 220 Periodically 3 s.h.
Tax Practice and Procedures*
Covers the administrative machinery of IRS, federal tax procedure at the administrative level, closing and compromise agreements, deficiency and jeopardy assessments, refund claims, statute of limitations, tax collection, and rights and privileges of the taxpayer.
Prerequisite: ACCT 143 or 216 or approved equivalent. (Formerly ACCT 220, Research and Procedures in Federal Income Taxation.)

TAX 221 Periodically 3 s.h.
Income Tax Problems of Partnerships*
Analysis of tax problems and operation of partnerships, including the treatment of distributions, sales and exchanges of partnership interests, dissolutions and liquidations.
Prerequisite: ACCT 143 or 216 or approved equivalent. (Formerly ACCT 221, Income Tax Problems of Partnerships, Estates, and Trusts.)

TAX 222 Periodically 3 s.h.
Federal Income Taxation of the Corporation and Its Shareholders*
Advanced coverage of income taxation of corporations, Subchapter S election and effect of distributions and redemptions on the corporation and its stockholders.
Prerequisite: ACCT 143 or 216 or approved equivalent. (Formerly ACCT 222.)

TAX 223 Periodically 3 s.h.
Federal Income Tax Aspects of Liquidations, Mergers and Reorganizations*
Intensive study of Federal Income Tax treatment of corporate liquidations, reorganizations and divisions. Problems relating to collapsible corporations, affiliated groups, foreign corporations and foreign-sourced income are covered.
Prerequisite: TAX 222 or approved equivalent. (Formerly ACCT 223.)

TAX 224 Periodically 3 s.h.
Estate and Gift Tax*
Provisions of the Internal Revenue Code relative to estate and gift taxation are analyzed and interpreted in terms of the regulations and rulings of the Internal Revenue Service and court decisions. The New York State provisions relative to estate and gift tax are covered.
Prerequisite: ACCT 143 or 216 or approved equivalent. (Formerly ACCT 224.)

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

**Open only to matriculated Zarb School of Business E.M.B.A. students.

TAX 225 Periodically 3 s.h.
Deferred Compensation and Pension Plans*
Law and regulations relating to employee pension, annuity, profit-sharing, stock bonus and bond purchase plans, including plans for self-employed individuals. The Federal Income Tax law with regard to deferred compensation procedures and plans, including stock options, both statutory and nonstatutory, and restricted stock payments are analyzed. In addition, the tax treatment of distributions from qualified plans are analyzed.
Prerequisite: ACCT 143 or 216 or approved equivalent. (Formerly ACCT 225.)

TAX 226 Periodically 3 s.h.
State and Local Taxation*
Covers the tax aspects of state and local taxation, including income tax, sales tax, multi-state taxation, unitary tax issues, nexus, formulary apportionment and jurisdictional state tax concepts.
Prerequisite: ACCT 143 or 216 or approved equivalent. (Formerly ACCT 226, General Business Taxation.)

TAX 227 Periodically 3 s.h.
Taxation of International Transactions*
Course explores issues in international taxation such as jurisdiction to tax, source rules for income and expense, foreign tax credit, controlled foreign corporations, foreign earnings exclusion, tax treaties, and other related international tax issues pertaining to ethical considerations. International taxation of individuals also addressed.
Prerequisite: ACCT 144 or 215 or 216 or TAX 222 or approved equivalent. (Formerly ACCT 227.)

TAX 228 Periodically 3 s.h.
Tax Research*
Examines the primary sources of the income tax law, including the Internal Revenue Code, and administrative and judicial interpretations. All research sources will be utilized, including electronic sources and the Internet.
Prerequisite: ACCT 143 or 216 or approved equivalent.

TAX 229 Periodically 3 s.h.
Advanced Individual Tax Problems*
Analysis of the latest court decisions and rulings related to individual taxpayers. In addition, issues related to the allocation of items of income and deductions, timing issues, accounting concepts and time value of money issues are covered.
Prerequisite: ACCT 143 or 216 or approved equivalent.

TAX 240 Periodically 3 s.h.
Income Taxation of Estates and Trusts*
Analyzes income taxation of estates and trusts and their beneficiaries, including computation of distributable net income, taxable income, taxation of simple and complex trusts, computation of income in respect of a decedent and preparation of estate and

trust income tax returns.
Prerequisite: ACCT 143 or 216 or approved equivalent.

TAX 241 Periodically 3 s.h.
Estate Planning*
Analyzes general principles relating to estate planning, including lifetime gifting, marital planning, wealth transfers, estate freeze techniques, use of insurance in estate planning, generation skipping and charitable planning.
Prerequisite: TAX 224 or approved equivalent.

TAX 242 Periodically 3 s.h.
"S" Corporation and Advanced Corporate Tax Problems*
Covers relevant technical issues surrounding the election of S corporation status, including the impact of the newest tax laws, IRS rulings and regulations affecting S corporations. Topics to be discussed include election, termination, revocation, built-in gains tax, and tax planning for the S corporation and its shareholders.
Prerequisite: TAX 222 or approved equivalent.

TAX 243 Periodically 3 s.h.
Exempt Organizations*
Covers fundamental tax issues concerning not-for-profit entities, including the classification of the tax-exempt entities, filing requirements, unrelated business taxable income and maintenance of the not-for-profit status.
Prerequisite: ACCT 143 or 216 or approved equivalent.

TAX 244 Periodically 3 s.h.
Current Developments in Taxation*
Analyzes the latest court decisions and rulings related to corporations, partnerships, estates, trusts, and specialized tax entities.
Prerequisite: ACCT 143 or 216 or approved equivalent.

TAX 309 Periodically 3 s.h.
Research Seminar***
Supervised research in the field of taxation on an approved topic and the preparation of a formal paper. Students formulate a research question; determine the methodological approach; review prior work; and, where appropriate, specify the sample data and research techniques. An oral presentation of the paper is required at the conclusion of the semester.
Prerequisite: Completion of 21 s.h. of graduate course work in the area of concentration.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

***Open only to students matriculated in the M.S. in Taxation.

BUSINESS COMPUTER INFORMATION SYSTEMS AND QUANTITATIVE METHODS (BCIS/QM)

Professor Affisco, Chairperson, 211 Weller Hall

Assistant Chairperson Schain

Professors Nasri, Paknejad, Stern, Tafti

Associate Professors Binbasioglu, Chandra, Cosares, Dickman, Guiahi, Lally, Sessions, Stevans

Assistant Professors Hardiman, Klein, Saylani, Soliman, Winston

The Brodlied Distinguished Professorship in Business is held by Professor Stern. See page 472.

(BCIS) COURSES

BCIS 201 Fall, Spring 3 s.h.
Information Technology*
 Introduction to the use of computer hardware, software, and connectivity in a business environment. Students gain an understanding of computer capabilities and limitations, ethical issues, and systems analysis and design concepts with the aim of understanding appropriate use of information system technology in domestic and global environments. Software including basic and intermediate spreadsheet modeling, database management, groupware, and Internet tools are covered. (Formerly Survey of Business Computer Information Systems.)

BCIS 201A Fall, Spring 3 s.h.
Structured COBOL Programming*
 A course in COBOL programming with emphasis on payroll billing, inventory and general ledger applications. Focus on systems concepts related to COBOL programming such as sequential file processing, index sequential file processing, summary reporting, audit and control procedures.
Prerequisite or corequisite: BCIS 201 or approved equivalent. Note: BCIS 201A may not be taken in lieu of BCIS 201.

BCIS 204 Periodically 3 s.h.
Simulation in Business*
 Application of computer simulation techniques to business problems, development of basic methodology for analyzing complex systems by the use of simulation techniques. Classification and properties of simulation models and simulation languages.
Prerequisite: knowledge of a programming language.

BCIS 205 Fall, Spring 3 s.h.
Management Information Systems*
 The use of information systems to support work processes and decision making at all levels of an organization and across all functional departments such as accounting, finance, and marketing. Topics include centralized versus decentralized information systems, client-server computing, information systems and decision making, database design issues, data mining, data warehousing, knowledge management, the strategic use of information technology, work process redesign (reengineering) with information technology, enterprise resources planning systems, electronic commerce, information systems security, information privacy, and global information technology issues. Software supported demonstrations, including advanced spreadsheet topics, databases, multimedia, object-oriented programming, group decision support systems, and Website design packages supplement the theoretical coverage of the topics.
Prerequisite: BCIS 201 or approved equivalent. (Formerly Information Systems for Management.)

BCIS 206 Once a year 3 s.h.
Systems Analysis and Design*
 The analysis and design of information processing systems for business applications. Focus on structured analysis and design techniques. Topics include the System Development Life Cycle, prototyping, feasibility studies, participatory design, enterprise modeling, system documentation using CASE tools including Data Flow Diagrams and structure chart representations, system implementation and installation, data requirements and user interface design. Ethical, social and global issues in the design and use of information systems are discussed. Course requirements include designing a system using a CASE tool for implementation on either a mainframe or microcomputer.
Prerequisites: BCIS 201A (or any graduate-level programming course offered by the BCIS/QM Department, or permission of the department chairperson), 205.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

BCIS 207 Once a year 3 s.h.
Interactive Information Systems*
A project-oriented course which examines interactive computer-based systems and focus on the problems associated with the human machine interface in a business environment. Applications such as decision-support systems, word processing, computer-aided design, computer-aided manufacturing and computer-aided instruction are considered. Focus is on dialogue design techniques, hardware, computer graphics, cost-benefit considerations and advanced file and database organization.
Prerequisites: BCIS 205, QM 210.

BCIS 208 Fall, Spring 3 s.h.
Accounting Information Systems††
Course addresses key concepts and trends in information systems technology and how they affect accountants, as well as how the business environment is affecting and stimulating the trends' development. Students gain an understanding of computer-based accounting information systems and the impact of information technology on the practice of accounting and auditing. Topics include development and documentation techniques of computer-based accounting systems, auditing and control in common computer environments, database systems, and financial reporting systems.

BCIS 209 Periodically 3 s.h.
Decision Support Systems*
Decision support systems (DSS) require a cooperative interdependence between decision makers and computing systems. Critical evaluation of the conceptual frameworks for DSS, the building process and technology components. A review of current DSS research and technology forecasts.
Prerequisite: BCIS 205.

BCIS 211 Periodically 3 s.h.
Object-Oriented Programming in Visual Basic*
An introduction to the fundamentals of application design and programming for Windows using object-oriented programming languages. Graphical user interface design; object-oriented and event-driven programming concepts; methods of structured programming and modularization; program control and decision structures; procedures and functions; debugging and error handling; processing files; accessing databases; object linking and embedding. Topics related to ethical issues in applications development and global software development practice are also covered.
Prerequisite: BCIS 201 or approved equivalent.

BCIS 212 Once a year 3 s.h.
International Information Technology*
Course addresses information technology (IT) issues that arise on an international scale at three levels of analysis: the individual firm, the industry, and the nation. Students learn to design and manage an international IT infrastructure for a given firm, to understand the industry level impacts of international IT, to develop an appropriate strategy for an organization in anticipation of these impacts, to compare potential host countries in terms of their IT policy and strategy, and to gain an appreciation for the ethical and political implications of these systems. Students learn the appropriate use of the Internet as a platform for international business and appropriate use of electronic commerce in a global environment.
Prerequisite: BCIS 205.

BCIS 215 Once a year 3 s.h.
Database Management Systems*
A course in database design, implementation, and management. Topics include strategic database planning, entity-relationship modeling, theory of the relational model, data normalization, distributed database processing, and the SQL language. Emphasizes database support for global business operations and explores ethical issues and concerns relating to modern database and data warehousing techniques.
Prerequisites: BCIS 201A (or any graduate-level programming course offered by the BCIS/QM Department, or permission of the department chairperson), 205.

BCIS 220 Periodically 3 s.h.
Business Data Communications*
Integrated course in data communications technology and its application in a business environment. Students are presented with a comparison of data transmission media, data communication techniques, and network configurations currently available. Additional topics include telecommunications standards, the evolution of the telecommunications industry, differences in availability and regulation of telecommunications between countries, and the social and ethical impacts of alternative telecommunication technologies. Students learn network applications as a tool for supporting a global business.
Prerequisite: BCIS 205.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

††Open only to matriculated M.S. in Accounting and M.S. in Taxation students. May be taken by M.B.A. students majoring in Accounting in lieu of BCIS 205.

- BCIS 225 Once a year 3 s.h.
Knowledge-Based Decision Support Systems*
 Concepts in artificial intelligence, knowledge-based systems with specific applications in business. Entails hands-on experience with building a prototype expert system, using an expert shell. Introduction to the concepts of knowledge representation which entail the formalization of the rules of thumb and application of the rules in a set of procedures (Heuristics) to solve complex decision-making problems.
Prerequisite: BCIS 205.
- BCIS 230 Periodically 3 s.h.
Power Tools for Managers*
 The use of the latest power tools and their impact on managerial decision making and communication and on business profitability. Topics include multimedia as a tool for management communication, marketing with multimedia, doing global business on the Internet, using the Internet as a source of corporate intelligence, website design, ethical impacts of doing business on the Internet, and the tradeoffs between object oriented and structured programming.
Prerequisites: completion of all core competency courses or approval of department chairperson.
- BCIS 236 Fall, Spring 3 s.h.
Electronic Commerce for Managers*
 A managerial perspective on electronic commerce. Topics include the technical infrastructure developments and their impact on organizational structure, manufacturing, service-based businesses, finance, accounting, human resources and marketing. Economic models to determine the business value of alternative economic commerce strategies are examined. Business-to business electronic commerce, including the technical foundations of intranets and extranets will be examined to determine appropriate strategies for these systems. Legal and privacy issues, as well as global issues, are discussed in a managerial context. Students develop a prototype for their own electronic commerce application along with a business plan for determining its success.
Prerequisite: BCIS 205.
- BCIS 240 Periodically 3 s.h.
Management of Information Technology*
 A case-oriented course dealing with the management of information systems and technology in organizations. Topics include strategic use of technology; development of information systems architecture, communications, highway systems; managing of information resources, end user computing, information centers and the human side of systems.
Prerequisites: BCIS 206, 215.
- *Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.
 †Full-time students may take IB 219 as a corequisite.
- BCIS 251, 252 Fall, Spring 3 s.h. each
Advanced Readings and Projects*
 Assigned readings, individual research and projects on selected topics such as systems or software design and development and computer applications. Taught on a tutorial or seminar basis.
Prerequisite: permission of department chairperson.
- BCIS 257, A-Z Periodically 3 s.h.
Seminar: Special Topics in Business Computer Information Systems*
 An advanced in-depth treatment of special topics. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter which is affixed to the course number. Students may take up to two of these courses to fulfill their major requirements so long as each seminar has a different letter designation.
Prerequisites: BCIS 205 and any additional prerequisites as stated in the course schedule.
- BCIS 304 Fall, Spring 3 s.h.
Advanced Research Seminar in Business Computer Information Systems*
 (NOTE: BCIS 306-308 may be offered in place of 304.) Students write an integrative paper on an assigned topic based on secondary research and then formulate a written primary data research design to investigate a specific key issue. They must formulate research questions and hypotheses, construct survey instruments and experimental designs, draft sample plans, outline data handling procedures, and prepare a comprehensive research proposal, furnishing justifications for its theoretical as well as practical significance. An oral presentation of each project is required at the conclusion of the semester.
Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the department chairperson.
- BCIS 305 Periodically 3-6 s.h.
M.B.A. Honors Research Thesis in Business Computer Information Systems*
 Student selects and designs an integrative research project with the approval and guidance of a faculty member in the area of specialization. Student is required to justify the project's significance within a decision-making framework and define the management applications of the research findings. An oral report of the research findings is presented to a faculty committee. With joint permission of the department chairperson and thesis adviser, a student may expand the M.B.A. Honors Research Thesis from 3 to 6 s.h.; the additional 3 s.h. may be counted toward elective requirements in the area of concentration.
Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

BCIS 306 Periodically 3 s.h.

Case Focused Research Seminar in Business*

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. Written and oral reports are required.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 306, FIN 306, IB 306, MGT 306, MKT 306.

BCIS 307 Periodically 3 s.h.

Consulting Research Project*

Under the supervision of an instructor and working singularly or in a small group, students are assigned to a client organization for one semester. The students and the client organization to which they are assigned will identify the client's specific problems and objectives. Students design and complete one or more integrative consulting projects involving various business principles and conduct research. A written consulting report and an oral presentation are made to a faculty committee and the senior management of the organization.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the Graduate Programs Office and the department chairperson. Same as ACCT 307, FIN 307, IB 307, MGT 307, MKT 307.

BCIS 308 Periodically 3 s.h.

Integrative Business Simulation*

Course utilizes a comprehensive and integrative computer simulation to create a variety of complex multifunctional business problems to which students must respond under varying conditions of uncertainty. A team-based approach to decision making is used in resolving problems created by the computer model. Students are required to provide detailed reports on decisions made and to provide quantitative and qualitative justifications for their decisions. These justifications must be supported through the use of research and must be presented orally and in writing.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 308, FIN 308, IB 308, MGT 308, MKT 308. (Formerly Computer Simulation (Management Game) in Business Computer Information Systems.)

BCIS 309 Periodically 3 s.h.

Research Seminar in Business Computer Information Systems***

Students prepare a comprehensive paper in their area of specialization based upon secondary research and then formulate a written primary data research design to investigate an emerging issue in this area. They must formulate research questions and hypotheses, and construct either: 1) a survey instrument, 2) an experimental design, 3) a comprehensive plan for a case study, or 4) an outline for a formal model based on the methodology most appropriate for studying the issue involved. Students then conduct the study and prepare a written report of the results which is presented at the conclusion of the semester.

Prerequisites: completion of 21 s.h. of graduate course work in the area of concentration. It is strongly recommended that this course be taken in the last semester of course work.

BCIS 330 Fall, Spring 3 s.h.

Graduate Internship*

A work-study program open to graduate students who are specializing in business computer information systems. Students work a minimum of 100 hours in the semester for selected business organizations in information systems. A written evaluation of the use of information systems to support organizational operations is prepared by the student at the end of the course. Most internship opportunities involve some form of monetary remuneration.

Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of the department chairperson. (Formerly GBUS 330.)

BCIS 401 Periodically 4 s.h.

Information Systems for Management**

An overview of the use of computer hardware, software and connectivity will progress into an investigation of how information systems are used to support work processes and decision making at all levels of an organization and across all functional areas. Special attention is given to issues frequently encountered by senior management such as the strategic use of information technology (IT), using IT to reengineer work processes and to gain a global advantage, whether or not to outsource the IT function, business advantages from the use of the Internet and of Intranets, the migration to client/server computing, managing and controlling information in distributed environments, and corporate ethical responsibilities with regard to available and rapidly evolving technologies.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

**Open only to matriculated Zarb School of Business E.M.B.A. students.

***Open only to students matriculated in the M.S. in Computer Information Systems.

†Full-time students may take IB 219 as a corequisite.

(QM) COURSES

QM 201 Fall, Spring 3 s.h.
Quantitative Analysis with Business Applications*
Descriptive statistics, probability and probability distributions, interval estimation, hypothesis testing, sampling, statistical quality control and chi square tests. (Formerly Introduction to Quantitative Methods.)

QM 210 Fall, Spring 3 s.h.
Advanced Applications for Quantitative Analysis*
Regression modeling, analysis of variance, time series analysis and business forecasting methods, and nonparametric methods. Use of statistical packages.
Prerequisite: QM 201 or approved equivalent. (Formerly Quantitative Analysis in Business.)

QM 215 Periodically 3 s.h.
Business Forecasting*
Statistical techniques used in the forecasting of time series and their applications to business problems. Topics include smoothing and decomposition methods, seasonal variation, autoregressive moving average methods and Box-Jenkins techniques.
Prerequisite: QM 210.

QM 217 Periodically 3 s.h.
Decision Analysis*
Introduction to the analysis of decision making under uncertainty with applications to business problems. Topics include Bayesian concepts, decision trees, assessments and revision of probabilities, sensitivity analysis and multicriteria decision making.
Prerequisite: QM 210.

QM 220 Periodically 3 s.h.
Operations Research and Decision Making Under Uncertainty*
Formulation and use of models of operations research in business problems. Topics include inventory models, PERT/CPM, queuing theory, simulation and dynamic programming.
Prerequisite: QM 210.

QM 230 Periodically 3 s.h.
Mathematical Programming*
Mathematical programming models for business related problems. Topics include linear programming and its ramifications, network models, integer programming, and nonlinear programming.
Prerequisite: QM 210.

QM 250 Periodically 3 s.h.
Multivariate Data Analysis Methods*
Computer package-based approach to multivariate methods using SAS and other statistical packages. Topics include principal component analysis, canonical correlation analysis, factor analysis, multidimensional scaling and cluster analysis, discriminant analysis.
Prerequisite: QM 210.

QM 255 Periodically 3 s.h.
Quality Management and Statistical Quality Control*
Criteria for quality in a wide range of business and organizational activities, managerial roles in quality assurance, total quality system approach, vendor quality control, quality cost programs, quality motivation programs, quality circles, quality control in service industries, quality reporting information systems and statistical techniques for quality assurance. Course emphasizes case oriented approach.
Prerequisite: QM 210.

QM 401 Periodically 4 s.h.
Quantitative Analysis for Managers**
Introduction to concepts and methods in quantitative analysis which are most useful to executives in managing productive processes. Major emphasis is on improving executives' understanding of variation and its control and reduction consistent with a commitment to continuous improvement. The course consists of three modules. The first concentrates on summarizing and describing data, and modeling randomness and variability using probability theory. Topics included in this module are descriptive statistics, statistical process control, probability, sampling, estimation, and hypothesis testing. The second module concentrates on the use of regression analysis and experimentation to improve performance. Topics include simple and multiple regression and correlation, design of experiments, and analysis of variance. The third module focuses on the decision sciences models that are most widely used in the practice of management decision making. Among these are decision analysis, linear programming (with emphasis on formulation, computer solution, and sensitivity analysis) and simulation. Use of statistical software and spreadsheets are emphasized throughout the course.

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**Open only to matriculated Zarb School of Business E.M.B.A. students.

FINANCE (FIN)

Associate Professor Huckins, Chairperson, 221A Weller Hall

Professors Cebenoyan, Lyn, Nikbakht, Papaioannou, Rai

Associate Professors Bishnoi, Kim, Krull, Viswanathan, Zychowicz

Assistant Professors Campbell, Karagozoglu, Spieler

Instructor Bales

(FIN) COURSES

FIN 201 Fall, Spring 3 s.h.

Financial Analysis and Markets*

Introduction to financial analysis, financial markets and institutions. Topics include time value of money, security valuation, risk and return, and financial statement analysis. The functions, organization, structure and regulation of financial institutions and markets are described. Overview of the globalization process, ethical, political and social, and demographic issues that apply to financial markets and institutions.

Prerequisite: ACCT 201 or approved equivalent. *Corequisite:* QM 201. (Formerly Survey of Finance.)

FIN 202 Fall, Spring 3 s.h.

Corporate Financial Management*

A study of theoretical principles and analytical techniques used in corporate decision making, including capital budgeting, capital structure and dividend policy decisions. International financial management, corporate acquisitions, financial statements analysis, and an overview of working capital management are also covered. An overview discussion of the impact of ethical, social and political issues on financial management. Consideration of other perspectives, such as satisfying diverse groups of stakeholders and environmental concerns.

Prerequisites: ACCT 201, FIN 201, QM 201 or approved equivalent. (Formerly Managerial Finance.)

FIN 205 Fall, Spring 3 s.h.

Securities Analysis*

Analysis of theories, models and techniques used in the valuation of U.S. and non-U.S. stocks and bonds. Introduction to other investments such as mutual funds and derivatives. Topics covered include analysis of corporate, government, mortgage-backed and municipal bonds, and risk measures for bonds. Earnings forecasting, common stock valuation models, and stock selection are covered in depth. Option pricing, arbitrage pricing, and efficient market theories are also examined. Also covers an introduction to computerized information systems and analysis for investments.

Prerequisites: FIN 202, QM 210. (Formerly Advanced Security Analysis.)

FIN 208 Once a year 3 s.h.

Seminar in Global Financial Systems*

A seminar focusing on selected topics on the functions and workings of the global financial system. The course covers the development and architecture of the global financial marketplace, including the payments systems, clearing and settlement systems, and the role played by public and private financial intermediaries, including central banks, in the efficient flow of funds, price discovery and systemic risk management. Topics include the markets for global bonds and equities, foreign exchange instruments and the regulatory framework in which they operate and function. The impact of regulation and technology on the evolution of the global financial system is also explored.

Prerequisite: FIN 202. (Formerly Seminar in Financial Institutions.)

FIN 209 Once a year 3 s.h.

Seminar: Corporate Financial Policy*

In-depth study of the theory of finance; problems and issues on the frontiers of corporate finance. Concentration on capital budgeting, discounting problems and specific valuation modeling. Advanced issues in financial planning and management strategy.

Prerequisite: FIN 202.

FIN 210 Once a year 3 s.h.

Portfolio Management*

Exploration of portfolio theory from an individual and institutional viewpoint. Development of appropriate global portfolio strategies for pension and endowment funds, mutual funds, banks, insurance companies and other financial intermediaries. Topics covered include capital market history and asset allocation, Markowitz diversification, styles of equity portfolio management, management of stock and bond portfolios, and performance evaluation. Provides an introduction to both quantitatively and fundamentally based portfolio management techniques and utilizes computer-based information systems and analytical tools.

Prerequisites: FIN 202, 205, QM 210. (Formerly Investment Management)

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

<p>FIN 212 Fall, Spring 3 s.h. International Financial Management* Extensive examination of the problems related to international financial management. Emphasis on the management of a multinational corporation. Topics include the use of the foreign exchange market, risk management, external sources of funds for foreign operations, international cash management, investment evaluation of current and proposed international operations. Consideration of ethical, legal and environmental issues encountered due to the divergence of goals and needs between parent and subsidiaries and between local and host governments. <i>Prerequisite: FIN 202.</i></p>	<p>FIN 221 Once a year 3 s.h. Real Estate Investment* Real estate valuation theory, including discounted cash flow analysis and real options theory. Financial analysis for real property investment decisions. Evaluation of foreign and domestic real estate investment opportunities, including office buildings and residential, retail, and industrial properties in America, Latin America, Asia, and Europe. Application of portfolio concepts to the development of local, national, and global real estate portfolios. <i>Prerequisite: FIN 202.</i></p>
<p>FIN 213 Once a year 3 s.h. Entrepreneurship and Venture Capital Investing* Essential principles of entrepreneurial spirit, skills, and risk rewards associated with venture capital investing. Financial analysis of business, and risk and return characteristics; discussion of the various financing sources and the required returns to venture capital investors. Students acquire real-world exposure through the development of strategic and business plans and the presentation of venture capital proposals to business professionals. <i>Prerequisite: FIN 202.</i></p>	<p>FIN 222 Once a year 3 s.h. Management of Financial Institutions* Financial theory and analysis as they apply to the management of financial intermediaries, with special emphasis to the banking firm. In-depth study of the types of risks faced by financial institutions and analysis of the asset-liability and risk management techniques employed to achieve their risk-return objectives. Examination of the impact of regulation, information technology and globalization on the management of banking institutions as well as ethical issues in the conduct of financial intermediation. <i>Prerequisite: FIN 202. (Formerly Commercial Bank Management.)</i></p>
<p>FIN 215 Periodically 3 s.h. Government Finance* Public expenditure and revenue decision-making with emphasis on program budgeting, benefit-cost analysis and other efficient budgeting and cash management techniques. Federal, state and local experience with modern financial management programs are examined. Analysis of the effects of alternative tax and other government policies on resource allocation and financial management. Principles of debt and other financing problems at all government levels. <i>Prerequisite: FIN 202.</i></p>	<p>FIN 225 Once a year 3 s.h. Seminar: Investment Banking* Study of investment banking activities, including their regulatory, institutional and market environment, with extensive reference to the global marketplace. Analysis of the main investment banking services with emphasis on the mechanics and economics of the issuance process. Analysis of the market for new issues and appraisal of their spread and price performance. Consideration of ethical, technological and diversity issues in investment banking operations. <i>Prerequisite: FIN 202.</i></p>
<p>FIN 220 Once a year 3 s.h. Real Estate Finance* Evaluation of mortgages, financial leases, land contracts, and other sources of financing for commercial, industrial, and residential income real estate. Government support for credit markets and issues related to government regulation. Valuation of debt and equity securities backed by real estate. Federal tax policy issues related to real estate partnerships and real estate investment trusts. Financial decision making and the design of financial structure for real estate investment. <i>Prerequisite: FIN 202.</i></p>	<p>FIN 257, A-Z Periodically 3 s.h. each Seminar: Special Topics in Finance* An advanced in-depth treatment of special topics in finance. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to six semester hours of FIN 257 and FIN 258 to fulfill their major requirements so long as each seminar has a different number-letter designation. (Formerly 253, A-Z.) <i>Prerequisites: FIN 202 and any additional prerequisites as stated in the course schedule.</i></p>

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

FIN 258, A-Z Periodically 1-2 s.h. each

Seminar: Contemporary Issues in Finance*

An advanced in-depth treatment of special topics in finance. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to six semester hours of FIN 257 and FIN 258 to fulfill their major requirements so long as each seminar has a different number-letter designation.

Prerequisites: FIN 202 and any additional prerequisites as stated in the course schedule.

FIN 260 Once a year 3 s.h.

Futures Markets*

Intensive analysis of futures contracts traded worldwide. Topics include the organization and structure of markets in which they are traded, ethical consideration of market participants, effect of recent computer advances on futures markets, valuation of futures and forward contracts, hedging applications, the role of price discovery, and speculative strategies. Although particular emphasis is on financial futures, including stock index, foreign currency, Eurodollar and Treasury bond futures, commodity futures are also discussed.

Prerequisites: FIN 202, QM 210. (Formerly Financial and Other Futures Markets.)

FIN 261 Once a year 3 s.h.

Option Markets*

Examines the organization, regulation and theory of option markets and the relationship between option prices and underlying instruments. Provides detailed treatment of several pricing formulas. Includes the application of option pricing theory to corporate financing and investment decisions, and the valuation of stock, currency, index and futures options. Emphasizes the use of options as a tool for hedging and discusses the role of speculation and arbitrage strategies. Other topics include ethical issues and the application of technology in option markets.

Prerequisites: FIN 202, QM 210. (Formerly Option Theory and Practice.)

FIN 263 Once a year 3 s.h.

Fixed Income Markets*

Theory and applications of fixed income securities in the corporate, treasury and international markets. Study of the organization and behavior of fixed income markets and valuation of instruments, including bond pricing, forward contracts, swaps, portfolio and arbitrage strategies. Examination of contemporary topics on fixed income derivatives, market microstructure, global risk management, and financial engineering. Discussion of ethical and regulatory perspectives.

Prerequisite: FIN 202, QM 210

FIN 304 Fall, Spring 3 s.h.

Advanced Research Seminar in Finance*

(NOTE: FIN 306-308 may be offered in place of 304.) Students write an integrative paper on an assigned topic based on secondary research and then formulate a written primary data research design to investigate a specific key issue. They must formulate research questions and hypotheses, construct survey instruments and experimental designs, draft sample plans, outline data handling procedures, and prepare a comprehensive research proposal, furnishing justifications for its theoretical as well as practical significance. An oral presentation of each project is required at the conclusion of the semester.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

FIN 305 Periodically 3-6 s.h.

M.B.A. Honors Research Thesis in Finance*

Student selects and designs an integrative research project with the approval and guidance of a faculty member in the area of specialization. Student is required to justify the project's significance within a decision-making framework and define the management applications of the research findings. An oral report of the research findings is presented to a faculty committee. With joint permission of the department chairperson and thesis adviser, a student may expand the M.B.A. Honors Research Thesis from 3 to 6 s.h.; the additional 3 s.h. may be counted toward elective requirements in the area of concentration.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

FIN 306 Periodically 3 s.h.

Case Focused Research Seminar in Business*

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. Written and oral reports are required.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 306, BCIS 306, IB 306, MGT 306, MKT 306.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

†Full-time students may take IB 219 as a corequisite.

FIN 307 Periodically 3 s.h.

Consulting Research Project*

Under the supervision of an instructor and working singularly or in a small group, students are assigned to a client organization for one semester. The students and the client organization to which they are assigned will identify the client's specific problems and objectives. Students design and complete one or more integrative consulting projects involving various business principles and conduct research. A written consulting report and an oral presentation are made to a faculty committee and the senior management of the organization.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the areas of concentration), and permission of the Graduate Programs Office and the department chairperson. Same as ACCT 307, BCIS 307, IB 307, MGT 307, MKT 307.

FIN 308 Periodically 3 s.h.

Integrative Business Simulation*

Course utilizes a comprehensive and integrative computer simulation to create a variety of complex multifunctional business problems to which students must respond under varying conditions of uncertainty. A team-based approach to decision making is used in resolving problems created by the computer model. Students are required to provide detailed reports on decisions made and to provide quantitative and qualitative justifications for their decisions. These justifications must be supported through the use of research and must be presented orally and in writing.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 308, BCIS 308, IB 308, MGT 308, MKT 308. (Formerly Computer Simulation (Management Game) in Finance.)

FIN 309 Periodically 3 s.h.

Research Seminar in Finance***

Course focuses on research in the field of finance. Discussions include development of research questions and hypotheses, data generation, data handling, statistical analysis, and making conclusions. The objective of the course is to acquaint the M.S. student with the practice of research methods as it applies in the area of finance. Students will be introduced to SAS and other computer statistical packages to solve finance-related inquiries. Articles in the field of finance will be reviewed and their methodologies and contributions will be critically evaluated.

Prerequisites: completion of 21 s.h. of graduate course work, including QM 210, in the area of concentration.

FIN 330 Fall, Spring 3 s.h.

Graduate Internship*

A work-study program open to graduate students who are specializing in finance. Students work a minimum of 100 hours in the semester for selected business organizations. A written evaluation of a complex financial decision is prepared by the student at the completion of the course. Most internship opportunities involve some form of monetary remuneration.

Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of department chairperson. (Formerly GBUS 330.)

FIN 401 Periodically 3 s.h.

Managerial Economics**

Discussion of supply and demand theory, equilibrium and the issues related to revenues, costs and profits. Course applies economic theory to organization decision making when subject to constraints. Relationship between decision making and various types of market structures such as perfect competition, monopoly and oligopoly are discussed. The effect on the firm of general economic conditions such as aggregate demand, rate of inflation, and interest rates are examined. The course also covers an overview of money, credit and the banking system.

FIN 402 Periodically 4 s.h.

Managerial Finance**

Course explores key issues encountered by financial managers and analyzes the decision making that is most consistent with maximizing the value of the firm. Coverage includes, but is not limited to, capital expenditure analysis, mergers and acquisitions, working capital management, financing, cost of capital and capital structure decisions, dividend policy, and risk management. Differences among manufacturing services and financial services firms are analyzed. The financial decision-making process is developed with emphasis on the role of global financial markets, ethics, and considering the various constituencies of modern corporation. Cases and computer applications are employed extensively.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

**Open only to matriculated Zarb School of Business E.M.B.A. students.

***Open only to students matriculated in the M.S. in Finance.

†Full-time students may take IB 219 as a corequisite.

MANAGEMENT, ENTREPRENEURSHIP, AND GENERAL BUSINESS (MGT/ENTR/GBUS)

Associate Professor Charnov, Chairperson, 228A Weller Hall

Professors Comer, Flynn, Lazarus, Sonfield

Associate Professors Blonder, Buda, Farid, Gao, Smith

Assistant Professors Brice, Grossman, Radin, Sengupta

Special Assistant Professor Geiger

Instructor Lenaghan

The Robert F. Dall Distinguished Professorship in Business is held by Professor Sonfield. See page 472.

The Mel Weitz Distinguished Professorship in Business is held by Professor Lazarus. See page 474.

(GBUS) COURSES

GBUS 220 Once a year 3 s.h.

Applied Business Principles and Aging

An introductory general business course for health care professionals. Major components of business, including financial planning, strategic analysis, marketing management, and the management of human resources and organizations are examined. Emphasis is on how these concepts specifically relate to the aging population. Included are topics on the elderly as a viable market, management of health care facilities, and promotion of health care products and services. Functional categories of decision making, organizing and allocation of resources for administrators who operate in the area of the elderly are discussed. Open only to students matriculated in the Gerontology Program. Not for M.B.A. degree credit.

GBUS 251, 252 Periodically 3 s.h. each

Readings in Business Administration*

Assigned readings for advanced graduate students on a tutorial basis.

Prerequisite: permission of department chairperson.

GBUS 257, A-Z Periodically 3 s.h.

Seminar: Special Topics in General Business*

An advanced in-depth treatment of special topics. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to two of these courses to fulfill their major requirements so long as each seminar has a different letter designation.

Prerequisites: MGT 202 and any additional prerequisites as stated in the course schedule.

GBUS 330 Periodically 3 s.h.

Graduate Internship*

An interdisciplinary business internship open to graduate students from any specialization offered in the Zarb School of Business. Students work a minimum of 100 hours in the semester for selected business organizations. Students must submit periodic progress reports for review and a comprehensive in-depth evaluation of a complex strategic business decision at the end of the semester. Most internships carry some form of monetary remuneration.

Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of the department chairperson in the area of the student's concentration and permission of the Management, Entrepreneurship and General Business Department chairperson.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

(MGT) COURSES

- MGT 201C Fall, Spring 3 s.h.
Operations, Technology and Quality Management*
 Examination of how manufacturing and service processes utilize human resources, technology, equipment, materials, information and capital to create goods and services. Operations systems, objectives and incentives, production management, inventory management, quality management and management of operations to meet special market needs in a global economy are covered, as well as the influence of new technology on organizational efficiency and growth. (Formerly 201A, Introduction to Production and Operations Management.)
- MGT 202 Fall, Spring 3 s.h.
Innovative Management of Contemporary Organizations*
 An empowering, interactive workshop in which management assumptions are questioned, hypothesis-testing research is designed and research findings are applied for the prevention or solution of current and possible future problems facing organizations. Course builds a sense of community within teams and with the rest of the class in a cooperative, win-win environment; explores ethical issues related to globalization, diversity and the environment; and exercises participants' competence to innovate and to institute constructive change. Topics include leadership, communication, decision making, trust, management by objectives, meetings and time management, organization principles and structure, motivation and contingency planning, all applicable to business and not-for-profit organizations.
Prerequisite: MGT 201C or approved equivalent. (Formerly Organization Theory.)
- MGT 204 Once a year 3 s.h.
Individual and Group Behavior in Organizations*
 Intensive analysis of interfaces between individuals, groups, and organizational processes and systems. Foundation theories and current research findings. Topics include personality, perception and attitude formation; motivation, stress, and rewards; intergroup dynamics, stereotyping, and demographic diversity; effect of organizational politics, leadership and decision making. Global perspectives and experiential learning emphasized.
Prerequisite: MGT 202.
- MGT 205 Once a year 3 s.h.
Current Problems in Managing Nonprofit Organizations*
 Applications of management techniques, concepts, and research findings to the solution of current problems faced by administrators in nonprofit organizations such as government agencies, hospitals, colleges, labor unions, and charitable and religious institutions. Similarities and differences in the administration of profit and nonprofit organizations are explored. Attention is paid to the interconnectedness of management decisions with organizational finances, accounting, information technology, marketing, and ethics.
Prerequisite: MGT 202.
- MGT 206 Periodically 3 s.h.
Evaluation and Accountability of Public Management Programs*
 Review of the Federal Office of Management and Budget, Congressional Budget Office and General Accounting Office (GAO) systems of program evaluation. Study to determine the techniques of standards formulation to rate program achievement and operations efficiency and to develop the skills and knowledge to measure and ascertain program impact.
Prerequisite: MGT 202.
- MGT 208 Once a year 3 s.h.
Training and Development*
 Concepts, principles and conditions of learning as applied to the training, education and development of human resources in profit and nonprofit organizations. Train-the-trainer instruction is provided for developing and implementing practical programs used in these organizations including needs analyses, program design, subject matter, resources, facilities, materials, evaluation and follow-up.
Prerequisite: MGT 202.
- MGT 209 Periodically 3 s.h.
Management Communication*
 Examine communication in business organizations and nonprofit institutions by in-depth study of interpersonal communication, communication in small groups and organization wide communication. Consideration is given to models and theories of the role of communication systems in the formulation of management policies relative to internal and external relationships.
Prerequisite: MGT 202.
- MGT 210 Once a year 3 s.h.
Human Resources Management*
 In-depth examination of the activities involved in the management of the human resources function. Models for thinking, analyzing and managing these activities are studied in theory and for practical application in organizations.
Prerequisite: MGT 202.
- MGT 211 Periodically 3 s.h.
Production Planning and Control*
 Production and operations management decision problems using current analytical techniques. Topics include design decisions, production functions, facility location and layout, capacity decisions, work and human resource input, inventory management, scheduling, allocation, quality control.
Prerequisites: QM 210, MGT 202.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

MGT 212 Periodically 3 s.h.
Leadership*
Explores the multidimensional aspects of leadership in a global business environment. Provides models of effective leadership as they apply to finance, accounting, marketing, information technology, operations, and human resources.
Prerequisite: MGT 202. (Formerly Executive Leadership Skills)

MGT 214 Fall, Spring 3 s.h.
Business Ethics and Society*
An integrative, interdisciplinary approach to the examination of ethical dilemmas as they emerge in various functional areas, including finance, accounting, law, information technology, marketing, human resources, operations, international business, and general management. A consideration of the political and social foundations of the development of organizations, and the moral responsibilities of managers in a multicultural business environment. Topics include stakeholder theory, employment rights, responsible use of technology, e-commerce, globalism, diversity, and respect for the environment.
Prerequisites: completion of core competency courses or approved equivalents. (Formerly Ethics, Environmental Responsibility and Sociopolitical Diversity in Business Organizations.)

MGT 215 Once a year 3 s.h.
Multinational Business Management*
Analysis of fundamental concepts and decision processes. Emphasis on operational and behavioral distinctions with view toward developing international planning specialization and regional adaptation skills in the student. Examination of trade patterns and partners. Attention is paid to the cross-functional influences of global financial, accounting, legal, ethical, marketing, and information technology decisions.
Prerequisites: MGT 202, MKT 207.

MGT 216 Once a year 3 s.h.
Strategic Planning*
An introduction to the strategic planning process and an insight into its nature. Background for line managers who will do such planning, staff who will aid in the process and others interested in understanding present and future corporate performance. As the components of the organization are increasingly integrated into an effective strategic management system, creative strategic planning becomes a major management tool for (1) formulation and implementation of corporate strategy, (2) discovery and development of opportunity and growth, and (3) avoidance of confrontations with society over unintended impacts from the corporate operations.
Prerequisites: MGT 202, FIN 202.

MGT 217 Fall, Spring 3 s.h.
Developing Leadership and Communication Skills*
A cross-functional integrative approach for examining, assessing, and developing practical and personal leadership skills in an experiential forum. Participants are guided in linking cognitive models of "people skill" techniques, awareness exercises of personal skill proficiency, and skill improvement workshops. Topics include personal problem-solving skills, motivating others, communicating supportively, negotiating, gaining power and influence, managing stress, and bridging multicultural differences in the workplace.
Prerequisite: MGT 201C or approved equivalent.

MGT 220 Once a year 3 s.h.
Organizational Development and Change*
Examines planned approaches to organizational change as an ongoing, interactive process. Topics include introduction to organization development, theory and concepts underlying organization development, goal setting, planning, research findings dealing with the results of OD interventions, OD approaches in different types of organizations and consultant-client relationships.
Prerequisite: MGT 202.

MGT 257, A-Z Periodically 3 s.h.
Seminar: Special Topics in Management*
An advanced in-depth treatment of special topics. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to two of these courses to fulfill their major requirements so long as each seminar has a different letter designation.
Prerequisites: MGT 202 and any additional prerequisites as stated in the course schedule.

MGT 262 Periodically 3 s.h.
Seminar in Business Management*
Analysis of problems of top management. Discussions and written reports based on individual student research.
Prerequisites: MGT 202 and permission of department chairperson.

MGT 274 Once a year 3 s.h.
Labor Relations and the Law*
Federal and state labor legislation affecting wages and conditions of all employees unionized or not, management's interest in constructive employee relations within the frame of the Labor Management Relations Act, dispute settlement techniques.
Prerequisite: MGT 202.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

MGT 275 Periodically 3 s.h.

Bargaining and Negotiation*

Explores principles of two-party negotiations in a wide variety of settings ranging from simple buyer-seller bargains to complex, multiple-issue strategic relationships. Offers opportunity to develop bargaining and negotiation skills. Examines bargaining and negotiation as they apply to finance, accounting, marketing, human resources, operations, information technology, and strategic thinking. Students engage in negotiations examined within global, ethical, and legal context.

Prerequisite: MGT 202. (Formerly *Alternatives to Litigation.*)

MGT 304 Fall, Spring 3 s.h.

Advanced Research Seminar in Management*

(NOTE: MGT 306-308 may be offered in place of 304.) Students write an integrative paper on an assigned topic based on secondary research and then formulate a written primary data research design to investigate a specific key issue. They must formulate research questions and hypotheses, construct survey instruments and experimental designs, draft sample plans, outline data handling procedures, and prepare a comprehensive research proposal, furnishing justifications for its theoretical as well as practical significance. An oral presentation of each project is required at the conclusion of the semester.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the department chairperson.

MGT 305 Periodically 3-6 s.h.

M.B.A. Honors Research Thesis in Management*

Student selects and designs an integrative research project with the approval and guidance of a faculty member in the area of specialization. Student is required to justify the project's significance within a decision-making framework and define the management applications of the research findings. An oral report of the research findings is presented to a faculty committee. With joint permission of the department chairperson and thesis adviser, a student may expand the M.B.A. Honors Research Thesis from 3 to 6 s.h.; the additional 3 s.h. may be counted toward elective requirements in the area of concentration.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

MGT 306 Periodically 3 s.h.

Case Focused Research Seminar in Business*

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. Written and oral reports are required.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 306, BCIS 306, FIN 306, IB 306, MKT 306.

MGT 307 Periodically 3 s.h.

Consulting Research Project*

Under the supervision of an instructor and working singularly or in a small group, students are assigned to a client organization for one semester. The students and the client organization to which they are assigned will identify the client's specific problems and objectives. Students design and complete one or more integrative consulting projects involving various business principles and conduct research. A written consulting report and an oral presentation are made to a faculty committee and the senior management of the organization.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the Graduate Programs Office and the department chairperson. Same as ACCT 307, BCIS 307, FIN 307, IB 307, MKT 307.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

†Full-time students may take IB 219 as a corequisite.

MGT 308 Periodically 3 s.h.
Integrative Business Simulation*
Course utilizes a comprehensive and integrative computer simulation to create a variety of complex multifunctional business problems to which students must respond under varying conditions of uncertainty. A team-based approach to decision making is used in resolving problems created by the computer model. Students are required to provide detailed reports on decisions made and to provide quantitative and qualitative justifications for their decisions. These justifications must be supported through the use of research and must be presented orally and in writing.
Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 308, BCIS 308, FIN 308, IB 308, MKT 308. (Formerly Computer Simulation (Management Game) in Management.)

MGT 309 Periodically 3 s.h.
Research Seminar in Human Resources Management***
Supervised research leading to the preparation of a formal paper on an approved topic in the field of human resources management. Students review the relevant literature to formulate a research question on an approved topic and specify how they would answer the question. Students submit a written research proposal that includes their literature review and the appropriate methodological design and sampling techniques they would use to address their research question. An oral presentation of the research proposal is required at the end of the semester.
Prerequisite: completion of 21 s.h. of graduate course work, in the area of concentration.

MGT 330 Fall, Spring 3 s.h.
Graduate Internship*
A work-study program open to graduate students who are specializing in management. Students work a minimum of 100 hours in the semester for selected business organizations. A written evaluation of a complex managerial decision is prepared by the student at the completion of the course. Most internship opportunities involve some form of monetary remuneration.
Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of department chairperson. (Formerly GBUS 330.)

MGT 401 Periodically 2 s.h.
Operations Management**
An examination of the processes organizations use to transform resources into high quality goods and services that satisfy consumers. Techniques for designing production and operation systems that are efficient as well as effective are included.

MGT 402 Periodically 4 s.h.
Managing Contemporary Organizations**
Issues of organizational behavior and design in all types of corporations, nonprofit institutions, and governmental agencies are discussed. Emphasis is placed on motivational systems, intragroup and intergroup communications, power relationships, and the management of change. The effects of cultural diversity on organizational dynamics are also considered.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

**Open only to matriculated Zarb School of Business E.M.B.A. students.

***Open only to students matriculated in the M.S. in Human Resources Management.

†Full-time students may take IB 219 as a corequisite.

MARKETING AND INTERNATIONAL BUSINESS (MKT/IB)

Associate Professor Barak, Chairperson, 222A Weller Hall

Professors Berman, Evans, James, Neelankavil, Sherman

Associate Professors Forman, Lee, Mathur, Moore, Yoo, Zhang

Assistant Professors Erondu, Gao, McMellon, Thelan, Torres-Baumgarten

The Walter H. "Bud" Miller Distinguished Professorship in Business is held by Professor Berman. See page 473.

The Retail Management Institute Distinguished Professorship in Business is held by Professor Evans. See page 473.

(IB) COURSES

IB 210 Periodically 3 s.h.

Environmental Analysis for International Business*

An intensive course in the techniques of analyzing the complex aspects of foreign and global business environments. Emphasis on the cultural, political and social characteristics of foreign regions, and how these affect the multinational firm, its operations and decisions. The central focus is on systematic development of skills and tools (e.g., scanning, cultural assessment, forecasting, risk appraisal) that international managers find useful in analyzing environmental conditions, threats and opportunities. Awareness of complexities involved in international business decisions.

Prerequisites: MGT 201C, MKT 201.

IB 219 Fall, Spring 3 s.h.

Global Business Decision Making*

Course applies a cross functional integrative approach to analyzing, formulating and implementing organizational strategy for different sizes and types of organizations in a global setting. Course reviews the concept of global strategy and analyzes the crucial linkages between strategy development and organizational design. Production, marketing, finance, accounting, information technology, and human resources strategies are formulated and implemented in the global context. Other topics include competitive analysis, industry and firm value chain, leadership, financial and market analysis, and organizational structure and culture in the context of technological, ethical and ecological factors affecting international and global organizations. Students assess the effectiveness of different approaches to strategy by using them to examine performance of multinational companies.

Prerequisites: 12 s.h. in M.B.A. advanced core courses.

IB 257, A-Z Periodically 3 s.h.

Seminar: Special Topics in International Business*

An advanced in-depth treatment of special topics. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to two of these courses to fulfill their major requirements so long as each seminar has a different letter designation.

Prerequisites: MKT 207 and any additional prerequisites as stated in the course schedule.

IB 304 Fall, Spring 3 s.h.

Advanced Research Seminar in International Business*

(NOTE: IB 306-308 may be offered in place of 304.) Students write an integrative paper on an assigned topic based on secondary research and then formulate a written primary data research design to investigate a specific key issue. They must formulate research questions and hypotheses, construct survey instruments and experimental designs, draft sample plans, outline data handling procedures, and prepare a comprehensive research proposal, furnishing justifications for its theoretical as well as practical significance. An oral presentation of each project is required at the conclusion of the semester.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

IB 305 Periodically 3-6 s.h.

M.B.A. Honors Research Thesis in International Business*

Student selects and designs an integrative research project with the approval and guidance of a faculty member in the area of specialization. Student is required to justify the project's significance within a decision making framework and define the management applications of the research findings. An oral report of the research findings is presented to a faculty committee. With joint permission of the department chairperson and thesis adviser, a student may expand the M.B.A. Honors Research Thesis from 3 to 6 s.h.; the additional 3 s.h. may be counted toward elective requirements in the area of concentration.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

†Full-time students may take IB 219 as a corequisite.

IB 306 Periodically 3 s.h.

Case Focused Research Seminar in Business*

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. Written and oral reports are required.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 306, BCIS 306, FIN 306, MGT 306, MKT 306.

IB 307 Periodically 3 s.h.

Consulting Research Project*

Under the supervision of an instructor and working singularly or in a small group, students are assigned to a client organization for one semester. The students and the client organization to which they are assigned will identify the client's specific problems and objectives. Students design and complete one or more integrative consulting projects involving various business principles and conduct research. A written consulting report and an oral presentation are made to a faculty committee and the senior management of the organization.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the Graduate Programs Office and the department chairperson. Same as ACCT 307, BCIS 307, FIN 307, MGT 307, MKT 307.

(MKT) COURSES

MKT 201 Fall, Spring 3 s.h.

Marketing Principles and Concepts*

Intensive coverage of the theory and practice of marketing. Topics include marketing strategy determination, the role of market research, consumer behavior, marketing and the law, consumerism, social and ethical responsibility of marketers, environmental considerations in marketing decision making, international marketing, as well as product, promotion, pricing, distribution, and channel policy. (Formerly Survey of Marketing.)

IB 308 Periodically 3 s.h.

Integrative Business Simulation*

Course utilizes a comprehensive and integrative computer simulation to create a variety of complex multifunctional business problems to which students must respond under varying conditions of uncertainty. A team-based approach to decision making is used in resolving problems created by the computer model. Students are required to provide detailed reports on decisions made and to provide quantitative and qualitative justifications for their decisions. These justifications must be supported through the use of research and must be presented orally and in writing.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 308, BCIS 308, FIN 308, MGT 308, MKT 308. (Formerly Computer Simulation (Management Game) in International Business.)

IB 330 Fall, Spring 3 s.h.

Graduate Internship*

A work-study program open to graduate students who are specializing in international business. Students work a minimum of 100 hours in the semester for selected business organizations in their area of specialization. A written evaluation of a complex international business decision is prepared by the student at the completion of the course. Most internship opportunities involve some form of monetary remuneration.

Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of department chairperson. (Formerly GBUS 330.)

MKT 207 Fall, Spring 3 s.h.

Marketing Management*

Managerial decisions in the marketing area and approaches to making those decisions. Included are identification of opportunities and threats in a global environment; ethical and environmental considerations in marketing; analytical techniques in developing, implementing and controlling marketing plans; integration and coordination of the planning process with other functions; and market plan auditing.

Prerequisite: MKT 201 or approved equivalent. (Formerly Management of the Marketing Process.)

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

†Full time students may take IB 219 as a corequisite.

<p>MKT 211 Periodically 3 s.h. Advertising Management* Course focuses on the strategic decisions necessary for the internal management of advertising agencies, the external relationships with clients and outside suppliers, and the development of a successful advertising campaign. All the major components of the advertising plan and campaign are discussed, including marketing and communication objectives and strategies, sales promotion, direct mail, Internet, media planning, and television, print, and other types of advertising. Specific emphasis is placed on target market selection, creative strategies, global issues, social and ethical considerations, and evaluation of the advertising plan. <i>Prerequisite: MKT 207.</i></p>	<p>MKT 230 Periodically 3 s.h. Pricing Theory and Practice* A managerial approach to pricing decisions. Topics include a legal and ethical environment of pricing decisions; demand curve estimation; psychological pricing; demand, cost and competitive approaches to pricing; decision model in pricing models and decisions by channel members. <i>Prerequisite: MKT 207.</i></p>
<p>MKT 212 Periodically 3 s.h. Strategic Marketing of Services* A specialized course dealing with the strategic decision making for marketing of services. The course deals with the special nature of services and their marketing implications. Topics include strategic analysis of services, service quality and standardization, issues related to customer satisfaction, industrialization of services, use of technology in service delivery, ethical considerations, and service marketing in global markets. Applications of these concepts to specific industries (e.g., health care, hospitality) are also discussed. <i>Prerequisite: MKT 207.</i></p>	<p>MKT 240 Periodically 3 s.h. Advanced Sales Management* An analytical and quantitative course in managing sales. Topics include complex organizational structures, recruitment and motivation techniques, sales forecasting methods, budgeting, quotas, territory allocation and management, marketing models, compensation packages, expense accounts, sales and cost analysis, and the legal environment. <i>Prerequisites: MKT 207, QM 210.</i></p>
<p>MKT 220 Once a year 3 s.h. International Marketing* Organizing and managing international marketing operations. Stresses concepts, terminology, institutions and trends. Comparative analysis of consumer and institutional behavior in selected industrial and nonindustrial countries. Emphasizes data sources and cross cultural research methodology. Examines organizational models, North-South dialogue, protectionism, commodity trading, marketing consortia, East-West trade, regional integration, development of undersea resources and socioeconomic impact of multinational marketing. <i>Prerequisite: MKT 207.</i></p>	<p>MKT 245 Periodically 3 s.h. Research for Marketing Decisions* Principles, procedures and techniques of defining and solving marketing problems; research designs and analytical methods; statistical techniques in market research. <i>Prerequisites: MKT 207, QM 210.</i></p>
<p>MKT 221 Periodically 3 s.h. Distribution Management* Analysis and management of distribution systems for products and services. Evaluation of objectives and functions of manufacturers, wholesalers, retailers and consumers. Stresses systems analysis, historical evolution of U.S. distribution system, channel power, control and conflict, physical distribution, distribution costs and international comparisons of marketing systems. Socioeconomic costs and benefits of public and private distribution systems emphasized. <i>Prerequisite: MKT 207.</i></p>	<p>MKT 247 Periodically 3 s.h. Consumer Behavior* A survey of the role of psychology, sociology and economic based theories in the explanation of consumer decision making. Topics include perception; learning; presearch, search and use processes; postpurchase behavior; and brand loyalty. Emphasis on marketing strategy implications. <i>Prerequisite: MKT 207.</i></p>
	<p>MKT 248 Fall, Spring 3 s.h. Strategic Decisions for Internet Marketing* Focus on the domestic and global marketing decision making issues of Internet commerce. Based on text, article, and case history readings, students develop, implement, and analyze Internet objectives and strategies for business-to-consumer and business-to-business situations. Students will become knowledgeable on such specific e-commerce marketing topics as Website assessment, advertising objectives and strategies, Internet business models, logistics, service quality, ethics, social responsibility, consumer buying behavior, e-cash, and privacy issues. The trade press is regularly examined and emerging strategic issues are discussed. Special attention paid to international issues of marketing on the Internet. In addition, students develop, present, and evaluate their own Integrated Internet Marketing Plan based on an original e-commerce concept. <i>Prerequisite: MKT 207.</i></p>

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

MKT 249 Once a year 3 s.h.
Product Innovation and Planning*
Product policy and strategy as the keystone of corporate planning. The product planning and development sequence: search for opportunity, screening, economic evaluation, development of product, development of marketing plan testing, commercialization. Organization of the product planning function.
Prerequisite: MKT 207.

MKT 250 Periodically 3 s.h.
Healthcare Marketing
An introductory marketing course for healthcare professionals, such as administrators dealing with the elderly who need to understand their markets. This course examines the healthcare environment directed towards the needs of the aging. Emphasis is on how to develop effective programs to meet the needs of this market. Specific areas examined include the changing health and medical marketing environment, the elderly as a viable market, new product development, pricing, promotional planning, channels of distribution, decision making of healthcare services and future trends for this market. Open only to students matriculated in the Gerontology Program. Not for M.B.A. degree credit.

MKT 257, A-Z Periodically 3 s.h.
Seminar: Special Topics in Marketing*
An advanced in-depth treatment of special topics. Current topics are explored through a variety of methods, such as lectures, projects and case studies. As individual subjects are selected, each is assigned a letter (A-Z) which is affixed to the course number. Students may take up to two of these courses to fulfill their major requirements so long as each seminar has a different letter designation.
Prerequisites: MKT 207 and any additional prerequisites as stated in the course schedule.

MKT 270 Periodically 3 s.h.
Marketing Problems Seminar*
A systematic examination of marketing planning and analysis. Includes decision-making problems and projects, analysis of contemporary marketing policies and issues, and the integration of institutional and quantitative information.
Prerequisite: MKT 207.

MKT 275 Periodically 3 s.h.
Strategic Planning in Marketing*
A thorough examination of strategic planning in marketing—the process by which sustainable customer driven competitive advantages are achieved over time by building relationships, offerings, timing, and resources. Particular emphasis placed on planning, integrating, implementing, and analyzing marketing strategies; the context of strategic marketing management within a firm; alternative strategic approaches to marketing; such marketing models as Profit Impact of Marketing Strategy (PIMS); the value chain; benchmarking; customer satisfaction; strategic marketing audits; the global context of strategic marketing; ethical dimensions of marketing strategies; and other key concepts. Individual and group assignments, including a computer simulation.
Prerequisite: MKT 207.

MKT 280 Periodically 3 s.h.
Advanced Marketing Research***
Course covers advanced techniques of marketing research. Topics include analysis of qualitative data, complex experimental design, advanced sampling, interpretation of multivariate data for marketing decision making, marketing information systems.
Prerequisites: MKT 245, QM 250.

MKT 304 Fall, Spring 3 s.h.
Advanced Research Seminar in Marketing*
(NOTE: MKT 306-308 may be offered in place of 304.) Students write an integrative paper on an assigned topic based on secondary research and then formulate a written primary data research design to investigate a specific key issue. They must formulate research questions and hypotheses, construct survey instruments and experimental designs, draft sample plans, outline data handling procedures, and prepare a comprehensive research proposal, furnishing justifications for its theoretical as well as practical significance. An oral presentation of each project is required at the conclusion of the semester.
Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

***Open only to students matriculated in the M.S. in Marketing Research.

†Full time students may take IB 219 as a corequisite.

MKT 305 Periodically 3-6 s.h.

M.B.A. Honors Research Thesis in Marketing*

Student selects and designs an integrative research project with the approval and guidance of a faculty member in the area of specialization. Student is required to justify the project's significance within a decision making framework and define the management applications of the research findings. An oral report of the research findings is presented to a faculty committee. With joint permission of the department chairperson and thesis adviser, a student may expand the M.B.A. Honors Research Thesis from 3 to 6 s.h.; the additional 3 s.h. may be counted toward elective requirements in the areas of concentration.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson.

MKT 306 Periodically 3 s.h.

Case Focused Research Seminar in Business*

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. Written and oral reports are required.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 306, BCIS 306, FIN 306, IB 306, MGT 306.

MKT 307 Periodically 3 s.h.

Consulting Research Project*

Under the supervision of an instructor and working singularly or in a small group, students are assigned to a client organization for one semester. The students and the client organization to which they are assigned will identify the client's specific problems and objectives. Students design and complete one or more integrative consulting projects involving various business principles and conduct research. A written consulting report and an oral presentation are made to a faculty committee and the senior management of the organization.

Prerequisites: minimum cumulative GPA of 3.5, completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of the Graduate Programs Office and the department chairperson. Same as ACCT 307, BCIS 307, FIN 307, IB 307, MGT 307.

MKT 308 Periodically 3 s.h.

Integrative Business Simulation*

Course utilizes a comprehensive and integrative computer simulation to create a variety of complex multifunctional business problems to which students must respond under varying conditions of uncertainty. A team-based approach to decision making is used in resolving problems created by the computer model. Students are required to provide detailed reports on decisions made and to provide quantitative and qualitative justifications for their decisions. These justifications must be supported through the use of research and must be presented orally and in writing.

Prerequisites: completion of all core competency courses, 21 s.h. of advanced core courses or above (including QM 210, IB 219†, and at least 6 s.h. of the required 15 s.h. in the area of concentration), and permission of department chairperson. Same as ACCT 308, BCIS 308, FIN 308, IB 308, MGT 308. (Formerly Computer Simulation (Management Game) in Marketing.)

MKT 309 Periodically 3 s.h.

Research Seminar in Marketing

Supervised research leading to the preparation of a formal paper on an approved topic in the field of marketing. Specifically, the student identifies key marketing issues surrounding the topic and conducts comprehensive secondary research on them. Based on the results, the student then proposes and formulates a primary research plan to address the issues. The research plan includes, where appropriate, key findings from the secondary research, hypotheses relating to the issues, primary research design/ methods, sampling procedures, a data collection instrument, data analysis procedures, and the theoretical and practical implications of the potential findings. An oral presentation of the project is required at the conclusion of the semester.

Prerequisites: completion of 15 s.h. of graduate course work in marketing. *Corequisite:* MKT 245. Open only to matriculated M.S. in Marketing students.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

†Full time students may take IB 219 as a corequisite.

MKT 310-311 Periodically 3 s.h. each
Thesis in Marketing Research***

Student designs and executes a marketing research study for a company or not for profit organization to help it solve a marketing problem or evaluate a marketing opportunity. The student works individually under the guidance of a thesis adviser on a one-on-one basis. After consultation with the thesis adviser who will approve the specific topic, the student must present the proposal to the department chairperson before registering for MKT 310. The student is required to prepare a written report of the findings and make an oral presentation to a faculty committee and/or the company executives.

Prerequisites: 9 s.h. of marketing courses including MKT 245, QM 210, QM 250 and permission of department chairperson. Corequisite: MKT 280.

MKT 330 Fall, Spring 3 s.h.
Graduate Internship*

A work study program open to graduate students who are specializing in marketing. Students work a minimum of 100 hours in the semester for selected business organizations in their area of specialization. A written evaluation of a complex marketing decision is prepared by the student at the completion of the course. Most internship opportunities involve some form of monetary remuneration.

Prerequisites: all core competency courses or approved equivalents, 24 graduate-level credits with a 3.3 average and permission of department chairperson. (Formerly GBUS 330.)

MKT 401 Periodically 4 s.h.
Marketing Analysis and Management**

Major focus on the role and functions of marketing in modern society, strategic planning and marketing and the types of marketing decisions made by executives. Topical coverage includes the broad scope of marketing; the development of strategic marketing plans; marketing information systems; marketing in a global context; ethical, societal, and environmental considerations; consumer behavior and market segmentation; tactical decisions relating to products, pricing, distribution, and promotion; the integration and coordination of marketing planning with other functional areas; and marketing audits.

*Open only to matriculated Zarb School of Business graduate students and/or matriculated School of Education and Allied Human Services graduate students where appropriate.

**Open only to matriculated Zarb School of Business E.M.B.A. students.

***Open only to students matriculated in the M.S. in Marketing Research.

SCHOOL OF COMMUNICATION



GEORGE L. BACK, DEAN

Cliff Jernigan, Associate Dean

Carol J. Drummer, Senior Assistant Dean

Sybil S. Mimy, Assistant Dean

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SCHOOL OF COMMUNICATION

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George L. Back, Dean

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Carol J. Drummer, Senior Assistant Dean

Sybil S. Mimy, Assistant Dean

MISSION STATEMENT

Hofstra University's School of Communication, committed to the University's liberal arts tradition, provides the opportunity to explore the world of humanistic inquiry through the interdisciplinary study of all forms of communication processes and institutions. With courses that explore the theoretical and practical nature of communication, the School provides majors with the opportunity to pursue scholarly inquiry and to acquire technical experience. The School's integrated approach is based on the belief that life in an advanced society demands knowledge of the arts, humanities, social sciences, natural sciences, business, and technology. The curriculum aims to foster critical thinking; to explore aesthetics; to investigate ethics, humanistic values, and cultural diversity; to encourage originality and creativity; to expose students to current and converging technologies; and to provide the training for leadership in a technological age. With the conviction that the media exist to protect the freedoms of our society, the faculty is committed to a scholarly environment in which theoretical, historical, critical, and technological methodologies help students to question, challenge, and improve all forms of communication. The School strives to produce graduates who are active cultural contributors. To achieve this goal, the School emphasizes creative problem solving, responsible decision making and cooperative learning. Together the faculty and students of the School participate in an ongoing exploration of the roles, purposes, and technologies of communication.

DEPARTMENTS WITHIN THE SCHOOL

Speech Communication and Rhetorical Studies

Journalism and Mass Media Studies

Audio/Video/Film

SPEECH COMMUNICATION AND RHETORICAL STUDIES

Associate Professor Fleischman, Chairperson, 322 Dempster Hall

Associate Professor Sobnosky, Graduate Program Director, (516) 463-4871, sphmjs@hofstra.edu

Professor Merrill

Associate Professors Sloyer, Sobnosky

Assistant Professors Pounds, Russell, Trasciatti

Instructor Ucock

The philosophy of the Department of Speech Communication and Rhetorical Studies is based on the recognition that our society is enmeshed in an all-encompassing, interdependent, and ever-expanding web of human and technological communication. Students who major in or take courses in this department learn how the communication process works in interpersonal and group settings, in formal organizations, and in public communication situations. The primary goals of the curriculum are to develop competencies in observing, analyzing, and evaluating communication practices; to develop knowledge about human communication theory; and to develop communication skills in a variety of settings. The Department of Speech Communication and Rhetorical Studies offers a Master of Arts degree both for those students intending to pursue doctoral work and for those for whom an M.A. will be the final degree. The program provides a strong liberal arts background that can be applied to a variety of professional fields such as business, education, and government. Examples of specific career applications include communication training and development, conflict management and resolution, law, corporate and public advocacy, and public performance.

Students receive a great deal of individual attention from faculty and have considerable flexibility in tailoring a course of studies to fit their individual needs. Part-time students are welcome and most classes are scheduled in the evening to accommodate those with daytime employment.

Students may concentrate either in Rhetorical Studies or in Performance Studies. In addition, students may choose a cognate area outside the School of Communication, such as political science, history, English or comparative literature.

Students may choose either a final project or a traditional thesis.

ADMISSION REQUIREMENTS

Prospective students must complete and return an application to the Dean of Graduate Admissions, 126 Hofstra University, Hempstead, NY 11549.

The application process includes:

1. Bachelor degree from an accredited institution
2. Transcripts from all previous institutions of higher education
3. Two letters of recommendations from faculty who can write in support of the applicants scholarship and potential ability to complete graduate level work.
4. An on-campus interview (or as arranged)
5. In order to be adequately prepared for graduate study, entering students should have taken at least 15 semester hours in the following undergraduate communication courses, earning at least a 3.0 GPA:
 - 3 s.h. in basic oral communication (theory and practice)
 - 3 s.h. in public speaking
 - 3 s.h. in performance studies
 - 3 s.h. in interpersonal communication
 - 3 s.h. in rhetorical studies (in addition to public speaking)

FINANCIAL ASSISTANCE

A limited number of partial scholarships are awarded for qualified students. Other student aid in the form of loans and work-study program may also be available.

REQUIREMENTS FOR THE M.A. IN SPEECH COMMUNICATION AND RHETORICAL STUDIES

The M.A. in Speech Communication and Rhetorical Studies consists of the successful completion of 33 semester hours of course work:

Required Courses, 12 s.h.

SPCM 200	Introduction to Graduate Study, 3 s.h.
202	Research Methods in Communication, 3 s.h.
210	Performance Methods, 3 s.h.
226	Rhetorical Theory, 3 s.h.

Departmental Electives, 9 s.h.

SPCM 212	Performance History, 3 s.h.
214	Ethnography and Performance, 3 s.h.
216	Platform, Podium, and Performance, 3 s.h.
220	Theories of Persuasion, 3 s.h.
222	Rhetoric and Popular Culture, 3 s.h.
224	Rhetorical Criticism, 3 s.h.
230	Critical Approaches to Organizational Communication, 3 s.h.
232	Communication Rights and Ethics, 3 s.h.

- 250 Readings in Speech Communication, 3 s.h.
260 Advanced Seminar in Speech Comm. & Rhet. Studies, 3 s.h.

Elective Courses From Other Departments, 0-6 s.h.

To Be Chosen From:

- ANTH 200 Fundamentals of Anthropology, 3 s.h.
250 Readings in Anthropology, 3 s.h.
288 Advanced Seminar in Anthropology, 3 s.h.
CLL 293 Analysis of Black Authors, 3 s.h.
DRAM 277,278 Theater Methods in Educational Dramatics, 3 s.h. each
ELED 278 Writing and Children's Literature, 3 s.h.
ENGL 200 The Analysis of Prose, 3 s.h.
242 Playwriting Workshop, 3 s.h.
243 Personal Essay Writing Workshop, 3 s.h.
HIST 235 Studies in Long Island Regional History, 3 s.h.
HUM 203 Philosophy of Criticism, 3 s.h.
210 Studies in Art and Culture Since 1900, 3 s.h.
LYST 217 Language, Culture, and Identity, 3 s.h.
223 Introduction to Critical Literary and Crit. Media Studies, 3 s.h.
PSC 201 American Political Processes, 3 s.h.
251 Readings in Political Science, 3 s.h.

Non-Thesis Option, 3 s.h.

- SPCM 302 Non-Thesis Project, 3 s.h.

Thesis Option, 6 s.h.

- SPCM 303 Thesis, 6 s.h.

GRADUATION REQUIREMENTS

1. Pass a written comprehensive examination and
2. pass an oral defense of the thesis or non-thesis project.
3. Completion of all program requirements with a minimum GPA of 3.0 in overall graduate course work.

CAREER OPPORTUNITIES

Career paths open to students with graduate training in speech communication are many and varied. These include communication training and development, conflict management and resolution, law, corporate and public advocacy, industrial relations, personnel and human resources, advertising, management, sales, government service, community organization, education and public performance.

Employers consistently report that the number one quality they look for in new hires is the ability to communicate effectively, and that skilled communicators are very hard to find. Graduates of this program will be among the very best-trained communicators entering the job market in any of a very broad range of careers.

ADVISEMENT

Graduate students in the School of Communication should contact the Graduate Program Director in the Dean's Office to have an adviser/mentor assigned as soon as they arrive on campus. Students should meet with their adviser/mentor for scheduling of classes for each semester. Adviser/mentors are available throughout each semester.

WRHU-FM

Hofstra's radio station, WRHU-FM, broadcasts on a federally licensed frequency of 88.7 MHz to most of Long Island and parts of New York City. The station is on the air 22 hours a day, 365 days a year and reaches a target audience of almost four million people. It is mainly student operated and is a cornerstone of the School. Open to all Hofstra students, participation at WRHU is recommended as one of the most effective methods of learning the business of radio broadcasting and audio production since it offers a practicum which complements academic classroom learning. WRHU has an operating staff of approximately 110 people.

HOFSTRA VIDEO PRODUCTIONS

Hofstra Video Productions produces professional, broadcast-quality video programs at Hofstra's state-of-the-art facility located in Dempster Hall. Working with a professional staff, students have the opportunity to work on a variety of programs and gain valuable experience in studio and field production and post-production editing. Programs include projects for the admissions and development offices, cooperative productions with other Hofstra schools and colleges, and the taping of major campus events. Hofstra Video Productions also produces syndicated sports shows, cooperative projects with public television and local community groups, and works with corporations requesting professional production services.

STUDENT ACTIVITIES

Involvement in student and professional organizations and activities serves to enhance the educational experiences of students in the School of Communication. These include:

- National Broadcasting Society-Alpha Epsilon Rho (NBSAERho)
- Society of Professional Journalists (SPJ)
- Association for Women in Communications
- National Association of College Broadcasters (NACB)
- Hofstra Television (HTV)
- ALSICA (African and Latino Students in Communication Arts)
- The Chronicle (weekly campus newspaper)
- News and literary magazines
- Lambda Pi Eta (national communication honor society)
- National Association of Black Journalists
- Radio and Television News Directors Association
- HFC (Hofstra Film Club)
- National Association of Hispanic Journalists (NAHJ)

(SPCM) COURSES

SPCM 200 Once a year 3 s.h.
Introduction to Graduate Study
This course provides a "road map" of the field of human communication studies and the graduate educational experience. Students will be introduced to the breadth of the field, major authors, and works in the discipline, and conventions of scholarly writing.

SPCM 202 Once a year 3 s.h.
Research Methods in Communication
This course is designed to improve the ability to understand, critique, and begin conducting communication research. Students are introduced to a variety of critical research techniques and tools.

SPCM 210 Once a year 3 s.h.
Performance Methods
This course introduces graduate students to a variety of methodological approaches to performance studies and the objects or sites of performance those methods presume, construct, and privilege.

SPCM 212 Periodically 3 s.h.
Performance History
This course examines the subject of performance history in the United States, introduces students to methods involved in conducting historical research in performance studies, and addresses current theoretical questions of historiography.

SPCM 214 Periodically 3 s.h.
Ethnography and Performance
This course explores the relationship of performance to the study and writing of cultures. The course begins with the influences of anthropology and theatre on ethnography and traces various methods, theories, and practices of ethnography that have emerged within performance studies

SPCM 216 Periodically 3 s.h.
Platform, Podium, and Performance
This course explores the nineteenth-century as a significant moment in the development of women's public voice. The course investigates the texts, rhetorical strategies, historical contexts, and perception of several significant nineteenth-century female orators and contrasts these public performances with those of actresses and platform readers whose public performances were designed to "entertain" or "educate" their audiences.

SPCM 220 Periodically 3 s.h.
Theories of Persuasion
This course examines diverse theories of the communication associated with the development, maintenance, and modification of beliefs, attitudes, opinion and action with particular emphasis on public address, advertising, and political campaigns.

SPCM 222 Periodically 3 s.h.
Rhetoric and Popular Culture
Seminar discussions link contemporary rhetorical theory with modern critical theory concerning the functions and analysis of popular culture. Readings examine rhetorical aspect of popular discourse, particularly as they define social relations and shape public perceptions of social reality.

SPCM 224 Periodically 3 s.h.
Rhetorical Criticism
This course introduces graduate students to a variety of perspectives and methods for critical analysis of rhetorical texts.

SPCM 226 Once a year 3 s.h.
Rhetorical Theory
This course explores traditional forms and function of rhetorical as persuasion in public address as well as contemporary theories of symbolic communication. A broad survey of rhetorical theory, from classical to 20th century, reviews rhetorical functions such as argumentative, critical inquiry, informative discourse, and epistemic formation. This course focuses primarily on the western rhetorical tradition, although attention is given to the contributions of nonwestern and nonpatriarchal cultures to contemporary theories. The course exposes students to significant theories for analyzing and constructing a variety of forms of public discourse.

SPCM 230 Periodically 3 s.h.
Critical Approaches to Organizational Communication
This course introduces students to critical theoretical, postmodern, and feminist approaches to the study of organizational communication. The course explicates the communicative dimensions of power, ideology, and hegemony to understand overt and subtle constraints on organizational behavior and dialogues.

SPCM 232 Periodically 3 s.h.
Communication Rights and Ethics
Communication in diverse contexts is shaped by the rights and constraints associated with expression. This course will introduce graduate students to legal and ethical considerations and precepts to explore the points at which legal and ethical issues of communication are in concert or conflict.

SPCM 250 Periodically 3 s.h.
Readings in Speech Communication
Designed to permit students to pursue an individualized plan of study in subject areas of interest under the guidance of a member of the speech communication faculty. Students must obtain the written approval of the faculty member with whom they will work in order to register.

SPCM 260 Periodically 3 s.h.
Advanced Seminar in Speech Communication and Rhetorical Studies
Presentation of an advanced topic that reflects broad understanding of communication theory and modes of analysis with relevance to the discipline. Through joint readings and individual research, students develop projects and papers relevant to the theme of the course. Topics vary from semester to semester. May be repeated for credit when topics vary.

SPCM 302 3 s.h.
Non-Thesis Project
The non-thesis elective is a culminating independent article length research project or production conducted under the supervision of a faculty member. Students register with permission of their advisor.

SPCM 303 Fall, Spring 6 s.h.
Thesis
The thesis elective is a culminating independent research project conducted under the supervision of a faculty member. Students register with the permission of advisor.

NEW COLLEGE



DAVID C. CHRISTMAN, DEAN

Heidi Contreras, Senior Assistant Dean and Master of Arts Program Administrator

John Krapp, Faculty Coordinator

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NEW COLLEGE

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David C. Christman, Dean

Heidi Contreras, Senior Assistant Dean and Master of Arts Program Administrator

John Krapp, Faculty Coordinator

PROLOGUE

New College is one of the colleges at Hofstra University offering both Bachelor's and Master's degrees to students sharing its commitment to the intellectual and practical dimensions of the Liberal Arts. Through its structure and function, it helps its students achieve their Liberal Arts goals through a curriculum more individualized in response to student needs and interests, more flexible in format and more varied in modes of learning than is normally found in undergraduate and graduate programs.

The Liberal Arts are those studies which intrinsically expand awareness and sharpen intellectual skills. They help clarify values and then shape decisions through their appropriate application to new situations. They stimulate awareness of the human condition.

The Liberal Arts do prepare for careers; they prepare for all careers, not specific ones. When business, industry and government seek employees with college degrees, they seek people with keen and supple minds, a capacity for clear and precise expression and a broad awareness of human accomplishments and possibilities. Such people learn and adapt quickly; such people are productive. Similarly, professional schools seek not the trained apprentice but the educated person.

The Liberal Arts prepare for individual responsibility and recreation as well as work. They help develop sensibilities and refine new and traditional ideas of goodness, beauty and truth. In short, they open ways for the achievement of full, human potential.

Over 2,000 years ago, Aristotle declared that education must be designed to fulfill the potential for good. Since 1959, New College has been committed to this ancient Greek ideal.

Our emphasis is intellectual and theoretical, because intuiting, imagining and interpreting are intellectual skills of great value in all human situations. However, we are also interested in the application of intellectual skills to immediate concerns. To fulfill their intellectual potential, students must apply what they have learned to immediate situations. To use learning ultimately satisfies the highest aspirations not only of individuals but also of the communities of which they are the educated part.

Through comprehensive teaching and sensitive advisement, the New College faculty and the New College community help students prepare for the worlds of work and leisure. Through its programs, New College helps students develop the skills necessary for lifelong learning and excellence in performance.

The first New College was founded in 1379 of the Common Era at Oxford University in Great Britain for masters and apprentices seeking intellectual emancipation from the constraints of that time and place. Though similar in name and purpose to its Oxford predecessor, New College of Hofstra is unique. Its willingness to change and keep current with the educational needs and interests of its faculty and students; its fortunate position as a small college within a large, sophisticated University; and the excellent record of professional accomplishments by both its faculty and students have kept New College youthful and vigorous through the years.

DESIGN OF THE MASTER OF ARTS PROGRAM AT NEW COLLEGE

INDIVIDUALIZED CURRICULA

Since needs, interests and educational goals vary, the focus and design of each student's program of study are unique. They originate with each student whose work is carried out under the supervision and guidance of experts in the pertinent academic fields. There are no specific programs of study which a student must pursue, nor any list of courses from which a program of study might be selected. Possible programs of study are as varied as the goals of the students in the program, limited only by available instructional resources.

Within this individualized framework, students pursue their studies by means of learning contracts, not traditional classroom courses. Learning contracts are entered into by the student with a faculty Supervisor; the contract defines the educational objectives of the study, the resources and methods to be employed, the products to be submitted and the criteria to be used in evaluating the student's achievements. The study is conducted by the student under the guidance of the Supervisor.

Although the individual nature of the program permits a great deal of flexibility, two requirements must be fulfilled: each program must be interdisciplinary, and all components must be within the Liberal Arts.

INTERDISCIPLINARY STUDIES WITHIN THE LIBERAL ARTS

Prospective graduate students often wish to study interrelated topics within the context of a single program or focus their studies on a particular theme of personal or professional interest. Such studies do not necessarily conform to traditional disciplinary and divisional Master's programs. The New College Master's Program is designed for such students. Within the Liberal Arts, students may examine a subject or problem by utilizing the concept, methods or techniques of at least two of the three broad areas of study: the Humanities, the Social Sciences and the Natural Sciences. At New College the fields within these broad areas of study are:

SOCIAL SCIENCES	NATURAL SCIENCE	HUMANITIES
Economics	Biology	Art History
History	Chemistry	Cultural Anthropology
Linguistics	Mathematics	Dramatic Literature
Political Science	Physics	Literature
Psychology		Music History & Literature
Sociology		Philosophy
Social Anthropology		

LEARNING COMPONENTS AND DEGREE REQUIREMENTS

To earn the Master of Arts Degree through New College, students must complete five learning components. These are:

MAP 200 - An Initial Study

The Initial Study consists of a series of weekly meetings that all students are required to attend for one semester. As part of the Initial Study, students complete reading assignments in interdisciplinary texts and write several short papers on topics related to them. In addition, each student writes a library research paper related to the theme of his or her program and compiles an annotated bibliography for to each component of that program. In consultation with faculty, each student also formulates a Master's Degree Plan which makes explicit the objectives of the student's total program and provides a plan for the remainder of the work to be completed for the Master of Arts degree. Finally, a proposal is presented for Contract I, the next stage of the program. Based on performance in the Initial Study, a decision is made by the Core Faculty regarding the student's eligibility to continue in the program.

MAP 201-203 - Three Learning Contracts

Following satisfactory completion of the Initial Study, the student begins and carries out a series of three learning contracts. Approval of contract proposals by the faculty of the Master's Program is required before students may register for learning contracts. All contracts are supervised by Hofstra University faculty or, when necessary, professionals either at the University or at appropriate sites accessible to the student and approved by the MAP office. Contracts consist primarily of library and/or field research but may include course attendance, apprenticeships or internships, laboratory work and studio participation. The requirement that the Master's Degree Plan be interdisciplinary may be satisfied in either of two ways. Each contract may incorporate approaches from at least two of the Liberal Arts areas (Humanities, Natural Sciences, Social Sciences), or at least one of the contracts must emphasize a different area from the others. One may not, for example, do all of one's graduate study in the Humanities.

MAP 204 and 205 - A Master's Thesis

The final degree requirement and fifth component of the program is the Master's Thesis. This is a contractual project which reflects and integrates the preceding three contracts and the Initial Study. In accordance with the Master of Arts Program, the Master's Thesis must reflect the interdisciplinary character of the topic. Work on the Thesis is begun after a Thesis Proposal, prepared by the student, has been approved by the MAP office. When the completed Thesis has been approved by a group of three faculty readers and successfully defended in colloquy with them, a recommendation is made to the Dean of New College that the degree of Master of Arts in Interdisciplinary Studies be awarded.

INSTRUCTIONS FOR APPLICANTS

Note: These instructions are for your benefit and apply only to the Master of Arts Program in Interdisciplinary Studies at New College. Please read and follow these instructions carefully. All forms must be filled out completely or the application will be returned to you. Please type your responses so that they are legible.

1. Application Deadlines

The fall semester is normally the regular point of entry into the Master of Arts Program at New College. Occasionally students will be permitted to enter for the spring semester. Applications should be received no later than one month prior to a desired point of entry.

2. Application Forms

In addition to the University's Graduate Application, applicants are asked to prepare an essay in response to the questions on the Supplementary Application Form for the Master of Arts Program at New College. The applicant's answers to these questions are designed to provide the faculty with a sense of the applicant's desire and capacity to work independently and the goals the applicant has in pursuing graduate study. All completed forms should be returned to the Hofstra University Graduate Admissions Office, 126 Hofstra University, Hempstead, NY, 11549 in the envelope provided.

3. References

Please provide the names, addresses and telephone numbers of three references who can be contacted, if necessary, by the Master of Arts Program Core Faculty. At least one of these references should be familiar with the applicant's academic performance, and one should be familiar with the applicant's work, professional or volunteer service.

4. Transcripts

Official undergraduate and graduate transcripts showing possession of a baccalaureate degree and any graduate work attempted must be sent directly to The Office of Graduate Admissions, 126 Hofstra University, Hempstead, NY, 11549. The applicant's copy of the transcript is not valid for admissions purposes. Official transcripts of all graduate work completed should also be submitted to the Master of Arts Program Office, New College. The faculty does not usually grant advanced standing unless the student has accumulated a minimum of 12 s.h. in the subject area related to the program emphasis. Advanced standing is never granted in excess of one learning contract. Students who are eligible to apply for advanced standing should indicate this interest at the time of application.

5. Application Fee

Applicants are required to pay a non-refundable fee of \$40.00 with their application. Checks or money orders should be made payable to Hofstra University and must accompany the completed application form.

6. Admissions Decisions

All of the above materials will be reviewed by the Master of Arts Program Office. The faculty of the Master of Arts Program is responsible for the final admissions decision. Applicants will be notified by mail of the committee's decision as soon as the review process is completed.

ADMISSIONS

The Admissions criteria established for the New College Master of Arts Program and the procedures utilized in evaluating candidates for admission are consistent with the Program's individualized, contractual mode of learning, its interdisciplinary orientation and the standards for graduate study at Hofstra University.

Applicants should have:

1. A bachelor's degree from an accredited institution with a Grade Point Average of 3.0 (B) or better;
2. completed an undergraduate program of studies in the Liberal Arts or prior experience demonstrating both breadth and depth of knowledge;
3. a demonstrated interest in, and capacity for, pursuing an individualized, contractual mode of learning;
4. an interest in, and capacity for, engaging in an interdisciplinary program of study;
5. the ability to conduct original independent research and to present the results in acceptable written style and form.

Applicants must submit the following materials:

1. A completed application form;
2. an official copy of the applicant's undergraduate transcript(s) and transcripts of all post-secondary educational institutions the applicant has attended;
3. names and addresses of three references, one of whom should be familiar with the applicant's work or professional or volunteer service;
4. a tentative proposal for a program of study which can be discussed in advance with a member of the faculty;
5. other supporting materials, such as a biographical sketch or professional resume, which aid the faculty in evaluating the student's qualifications.

ADMISSIONS PROCEDURE

Initially, application materials will be reviewed by the Program Administrator. Students whose credentials receive a favorable review may be invited for an interview. The results of the preliminary review of the application as well as the interview will be forwarded to the faculty who will make the final admissions decision.

If the faculty's review of an applicant's credentials is favorable, the student will be admitted to the next available Initial Study.

ADVANCED STANDING

In some cases, applicants who have completed graduate level work either at Hofstra University or at another accredited institution may apply some of this work towards their Master of Arts degree at New College. In its review of the Master's Degree Plan, the Core Faculty may recommend to the Dean of New College a modified set of learning contracts which will take into account previous successful graduate work.

Requests for Advanced Standing are made in the Master's Degree Plan and must be accompanied by an official transcript of previous graduate work as well as a statement of its relevance to the Degree Plan. Students must demonstrate the relevance of their work during the Initial Study. The award of Advanced Standing is limited to one learning contract.

ELIGIBILITY FOR ADVANCED STANDING

Those seeking advanced standing must satisfy the following criteria:

1. Students who have completed graduate level work either at Hofstra University or another accredited institution may seek to apply a maximum of 12 semester hours of this work towards one learning contract only among the components leading to the Master of Arts degree at New College;
2. grades of B or better must have been awarded for the courses that are to be applied to the Master of Arts Degree at New College;
3. all advanced standing credits applied toward the New College Master's Degree normally must have been earned within a period of five years preceding the granting of the Master of Arts degree by New College;
4. the credits must not have been applied to any other degree;
5. credits and courses must be related to the student's MAP emphasis as demonstrated in the approved MAP Degree Plan.

OTHER LEARNING AND LIFE EXPERIENCE

Other learning and "life experience" are of interest and relevance in determining admission to the Master of Arts Program at New College. Experiential learning may be employed in designing a student's individualized curriculum and in estimating the amount of time needed to satisfy the various learning components. However, "life experience," experiential learning and non-accredited study cannot be applied directly to satisfy degree requirements.

REGISTRATION AND STUDENT STATUS

REGISTRATION

Upon favorable faculty review of application materials and the interview, applicants will be sent a letter of acceptance to the New College Master of Arts Program which is valid for one year and which includes permission to register for an Initial Study.

Registration for an Initial Study must be completed through the Program Administrator's Office no later than two weeks prior to the starting date of that Initial Study. Initial Study tuition and fees must be paid at the time of registration. Applicants are considered enrolled in the Program when registration for the Initial Study is complete and all appropriate tuition and fees have been paid.

Registration, billing, and receipt of tuition and fees are administered cooperatively by the Program Administrator's Office and appropriate University offices.

EXTENSIONS

Students unable to meet the original contract or Thesis deadline may submit to the Program Administrator's Office a written request for an extension. Students should specify the reason why the extension is required and propose a new date for the completion of the project.

Contract and Thesis extension periods must be consistent with the New College academic calendar (see New College Adviser.)

The Master of Arts Program reserves the right to charge an emendation fee, usually \$200.00, for such extensions.

WITHDRAWAL

Students not registered for a MAP learning component or not working within an approved extension of a MAP learning component are considered withdrawn from the program. Withdrawn students must apply for readmission by written request to the Core Faculty if they wish to register for subsequent learning components.

LEAVE OF ABSENCE

Students may apply formally for a leave of absence through the Program Administrator's Office. In submitting an application for a leave, students must indicate the period of inactivity which must be coincidental with the New College academic calendar. Leaves normally are not in excess of one academic year; students on a leave of absence do not have to apply for readmission.

EVALUATION AND STANDARDS

EVALUATION

Each of the five learning components in the program is graded on a Pass/Fail basis. In addition, upon completion of each component, the Supervisor(s) prepare(s) a statement discussing the quality of the student's work.

A grade of Incomplete (INC) may be awarded if additional time is needed to complete a learning component. This grade, if not resolved, may be converted to NCr (No Credit) at the end of the following eight-week session. Components may be extended by formal written request to the Program Administrator's office during the period of INC.

Students may elect an NCr (No Credit) grade if they no longer wish to continue a learning component. The election of the NCr grade may jeopardize continuance in the New College Master of Arts Program.

The temporary designation of Pr (Progress) on a student's record indicates that the approved duration of the contract was longer than one session.

ACADEMIC STANDARDS AND DISMISSAL

Students in the Master of Arts Program at New College are expected to demonstrate intellectual rigor, scholarly integrity, personal responsibility and professional commitment throughout all their work leading to the Master of Arts degree.

Students not demonstrating both promise and acceptable progress in the Program may be dismissed (or placed on leave of absence for a specific term) by recommendation of the Core Faculty to the Dean of New College. Students dismissed from the Program (or placed on leave of absence) by the Core Faculty and Dean of New College will be informed by letter. The letter will specify both the reasons for dismissal (or placement on leave of absence) and the appeal procedure.

1. The first appeal is directed to the faculty through a letter in which the student addresses the reasons for dismissal (or placement on leave of absence).
2. If the appeal is denied by the faculty, a second appeal may be submitted, again by letter, directed to the Dean of New College.
3. If the second appeal is denied, the student may make a third appeal, to the Provost's office of Hofstra University in accordance with University procedures. See page 16.

TRANSCRIPTS AND RECORDS

TRANSCRIPTS

The official records of students in the New College Master of Arts Program are maintained by the University's Office of Academic Records. Files of student activity and copies of all student work are kept in the Program Administrator's Office.

The official transcript lists the titles of each of the five learning components, the semester of registration for each component and the awarded grade. To assure the accurate transcription of MAP work, students must provide proper registration information when it is requested by the Program Administrator's Office. Students may see up-to-date reports of their MAP component grades online. Requests for official transcripts must be made in writing to the Academic Records Office: Memorial Hall, Hofstra University, Hempstead, New York 11549.

DEGREE REQUIREMENTS (IN DETAIL)

THE INITIAL STUDY – MAP 200

The Initial Study is the first of five components in the Master of Arts Program in Interdisciplinary Studies at New College. It is a structured seminar, usually consisting of twelve class meetings during a sixteen-week semester.

The Initial Study fulfills several functions not specifically addressed by subsequent components of the Master of Arts Program. First, it provides a community for scholars-in-the-making necessary because the rest of the Program is individualized. Attendance at all of the Initial Study meetings is required. Second, it provides an opportunity for students to discover any weaknesses in their academic skills before undertaking the learning contracts. Until the Initial Study has been completed, neither the instructor nor the student can be certain that the candidate is ready to proceed in the Master of Arts Program.

During the Initial Study, students are expected to satisfactorily complete several short papers and four major products:

1. A research paper and abstract
2. A Master's Degree Plan (a tentative outline of three contracts and the Master's Thesis)
3. A learning contract proposal (a detailed description of the first Learning Contract)
4. An annotated bibliography for the entire program as outlined in the Degree Plan.

These four items are described below.

1. Initial Study Research Paper

A major requirement of the Initial Study is the library research paper which demonstrates the student's ability to conduct library research, to organize it, to express it effectively and to document it correctly. It may also reveal those academic skills which need improvement. The student chooses the topic of the research paper, subject to the approval of the Initial Study Supervisor. A topic relevant to the whole Degree Plan will permit the student to explore pertinent sources, as well as verify that the theme of the Degree Plan is feasible and interesting. Along with the research paper, the student submits an abstract, a concise description of the paper (200-300 words).

2. The Master's Degree Plan

The Master's Degree Plan is a comprehensive description of the student's individual program at New College. It consists of a statement of the overall topic, a brief description of each of the three learning contracts and the Master's Thesis, a discussion of the interdisciplinary character of the program, an estimate of the length of time the program as well as each of its components will require and suggestions for supervision. The Degree Plan is reviewed by the Core Faculty which considers such matters as (a) the availability of the faculty and professional resources for each component of the Plan; (b) the availability of library and technical resources for each component; (c) the appropriateness of the student's projected schedule for completion of the total program; and (d) the consistency of the Plan with the student's stated motivation for graduate work in interdisciplinary studies. The student is informed in writing of the Core Faculty's approval of the Degree Plan or of required revisions.

As students progress in the Program, they may discover lines of study more appropriate than proposed in the approved Degree Plan. These students may submit a revised Plan for review by the Core Faculty. If a revised Plan is not approved, the student may continue with the original Plan or substitute a modification of the revised Plan for evaluation. Since it often happens that students modify their plans for the second and third Contracts as they progress through the Program, the summary statements of these contracts included in the Plan are expected to be brief.

3. The First Learning Contract Proposal

The first learning contract proposal includes: its subject, the mode of study anticipated, its relevance to the library research paper of the Initial Study and to the subsequent learning contracts and the Thesis, descriptions of the proposed schedule and of the type of supervision required. The student may also suggest a particular Supervisor. Final decisions concerning supervision and other aspects of the contract are made by the Core Faculty.

4. The Annotated Bibliography

The annotated bibliography is a list of the sources of information (books, articles, government documents, etc.) on which students expect to rely as they advance in the Program. Students should provide, for items listed in the bibliography, brief comments indicating scope, relevance and anticipated value to the study.

THE LEARNING CONTRACTS: MAP 201, 202, 203

The learning contract is the chief mode of study in pursuit of the Master's Degree. Each contract must have a specific focus or topic, and the three contracts must be clearly related to each other and to the theme of the student's plan of study and Thesis. The contractual study may take or combine several forms: library research, laboratory research, field research, apprenticeship, internship, course attendance, or studio work. Whatever the manner of study, some form of written report, chiefly analytical and substantive, must be submitted for evaluation.

Before undertaking the work involved in a contract, the student must submit to the faculty a contract proposal (the first contract proposal being prepared under the guidance of the Initial Study Supervisor).

THE CONTRACT PROPOSAL

The Contract Proposal contains the following elements:

1. Purpose – A description of the topic with a clear indication of the goals of the study, its scope and its interdisciplinary character.
2. Methodological Procedures – A statement of the ways in which data are to be collected and an indication of the major resources to be used (e.g., library research, clinical observation, course attendance). The site or sites where the information is to be gathered should be identified, and their suitability to the study indicated. If it is necessary to use consultants who are not members of the Hofstra faculty, their qualifications should be substantiated through professional resumes.
3. Preparation – A review of the student's preparation for undertaking the study (e.g., through prior study or work experience).
4. Outline – An outline of the anticipated major divisions and subdivisions of the study.
5. Function – A statement of the manner in which the learning contract contributes to the fulfillment of the Master's Degree Plan.
6. Time Estimate – The anticipated length of time needed to complete the learning contract. Units of time should be in keeping with the New College calendar composed of eight-week sessions. Students who require additional time may apply in writing for an extension.
7. Annotated Bibliography – A list of articles, books, records and other documents which are expected to be of use in the fulfillment of the contract. Each item should be accompanied by a brief comment on its expected value to the study. It is understood that the bibliography is tentative and subject to modification during the course of the research. For the first contract, the majority, if not all, of the student's sources will be from the original Master's Plan annotated bibliography. As research continues, additional sources will be added.

8. Supervision – Supervisors are usually drawn from the Hofstra University faculty, but they may also be from outside the University. Supervisors who are not members of the Hofstra faculty are designated as "on-site Supervisors." Professional resumes of potential on-site Supervisors must be provided for review. An on-site Supervisor is always supported by a consulting on-campus Supervisor – someone from the Hofstra University faculty whose professional abilities complement those of the on-site Supervisor and who ultimately assigns a grade after consultation with his or her on-site counterpart. Upon approval of a contract proposal, if the student has not suggested an appropriate Supervisor, one will be assigned by the MAP office. The student then confers with this Supervisor and, if the two agree, the contract is implemented.

EVALUATION OF THE CONTRACT PROPOSAL

After reviewing the contract proposal, the faculty notifies the student in writing that the learning contract has been approved, not approved, or approved conditionally, pending revisions. When notified of approval, the student registers for the contract through the Program Administrator's Office. Students should allow approximately one month prior to the desired registration period for review of the Proposal.

EVALUATION OF THE LEARNING CONTRACT

A learning contract is considered satisfactorily completed when student, Supervisor and MAP office are satisfied with the finished product(s). It should be anticipated that revisions of written work to satisfy student, faculty, and Program standards will be necessary.

When the learning contract has been completed, the student is asked to confer with the Supervisor. This conference should result in the preparation of two documents: the Supervisor's evaluation of the student's performance and the student's contract abstract. This abstract, not to be longer than one typewritten page, should include the following:

- The subject of the project: theme, hypothesis or problem;
- The goal of the project;
- The results of the learning contract research;
- The relationship of the project to the next contract.

An additional copy of the learning contract paper, the abstract for that paper and the Supervisor's evaluation are submitted to, and kept on file in, the Master of Arts Program Administrator's Office.

THE MASTER'S THESIS PROPOSAL AND THESIS: MAP 204, 205

STANDARDS

Any student who has successfully completed the three Learning Contracts has acquired the tools and skills necessary for success in the Thesis. All work is to be fully documented in a manner consistent with the standards of The New College Writing Program Manual.

It is a source of pride to our Faculty and Alumni that more than a few of our students' Theses have been published. While publication is not required, it is a desirable outcome of the extensive and intensive efforts required for the Thesis.

For specific information, see the Program Administrator.

LAW SCHOOL



DAVID N. YELLEN, DEAN

Marshall E. Tracht, Vice Dean

Judith F. Anspach, Director of the Deane Law Library

Caroline Levy, Senior Assistant Dean for Career Services

Fay L. Rosenfeld, Senior Assistant Dean for Student Affairs

Tina M. Sneed, Assistant Dean for Enrollment Management

Margaret Sirot, Assistant Dean for External Relations

Deborah M. Martin, Director of Admissions

Rosemary Ferrucci, Director of Financial Aid

Florence Moise-Stone, Director of Multicultural Student Affairs

Gary Moore, Assistant Dean for Information Systems

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LAW SCHOOL

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The School of Law, founded in 1970, has approximately 850 students enrolled in Juris Doctor and Master of Laws programs. These students hold degrees from more than 150 undergraduate institutions throughout the United States and from more than a dozen foreign countries.

The first thirty years in the life of the School of Law presents a story of vision, commitment to excellence and extraordinary success. The Law School was founded to create a unique environment – a place which provides a superb legal education, in the broadest sense, to generations of competent and ethical attorneys; a place which makes meaningful contributions to the dialogue on pressing social issues of national and local importance and which brings together a diversity of students, faculty, judges, lawyers, scholars and professionals from a variety of disciplines in an effort to broaden the perspectives of all. The Law School has developed a number of institutes that sponsor research, advanced courses, and lectures and conferences in specialized areas. These include the Institute for the Study of Legal Ethics and the Institute for Trial Advocacy and Dispute Resolution. The Law School has also established a new interdisciplinary Center for Children, Families and the Law in which professionals from law, medicine and mental health collaborate in a clinical program, conferences and training to improve the welfare of children and their families. The result is a law school community that is constantly engaged in intellectual discussion and debate as faculty and students critically examine the law, the legal profession and legal education itself.

The Law School is located in a three-level building, designed to be in harmony with the brick neoclassic buildings on the South Campus. A significant building expansion was completed in 1991 to house the school's growing library and faculty and to accommodate new programs. A new state-of-the-art building was added in the late 1990s for the Law School's clinical programs and Career Services Offices. In the Law School's newly constructed trial courtroom/classroom, students view and criticize their own trial practice through the use of advanced audio-visual equipment. The new moot courtroom is an attractively designed amphitheater, with a professional judge's and jury box, and sophisticated computer and video equipment.

The Deane Law Library contains approximately 527,000 volumes or equivalents. The library has two computer labs and additional workstations throughout the library. A wireless network has been installed throughout the Law School, which allows laptop access to the network (Internet, e-mail, LEXIS and WESTLAW) from any site in the building.

In achieving a national reputation for academic excellence, the Law School has always emphasized teaching as well as research and publication. The faculty are individuals of academic distinction, and many of them are recognized as national authorities in their fields. They are also committed to excellence in teaching. The faculty care deeply about legal education in general and about their students in particular. They make it a point to be accessible to students outside of the traditional classroom setting.

The curriculum at Hofstra is designed to provide a broad-based legal education that will equip students to practice law in every state and federal court in the nation. The emphasis is primarily on the teaching of legal analysis, lawyering skills and professional responsibility. The first-year curriculum includes a course on "Lawmaking Institutions in Context" which explores the process of lawmaking through an examination of recent legislation. The Law School takes special care to provide the rigorous first-year legal training in as personal an atmosphere as possible. For example, each first-year student has one class in a section of fewer than 30 students; this experience enables a closer relationship between students and faculty in a seminar-like environment. In the second and third years, the Law School provides the opportunity for interested students to develop expertise in a number of particular areas of the law. For example, extensive offerings in litigation and trial practice consist of a mix of classroom, simulation, skills training and strategy sessions. Other areas of possible concentration include corporate, constitutional, criminal, family, health, internationals, labor and tax law as well as alternative dispute resolution.

Learning takes place not only in the classroom and clinical settings, but also at frequent special lectures when prominent judges, scholars and practitioners address students and faculty and during more informal exchanges among faculty and students in faculty offices and student lounges. This intellectually challenging atmosphere makes Hofstra a very special place at which to obtain a high quality and rigorous legal education in a diverse and nurturing atmosphere.

The Law School is home to three different student edited publications: Hofstra Law Review, Hofstra Labor and Employment Law Journal, and the Family Court Review. It is also home to nearly two dozen student organizations, ranging from the Black Law Students Association to the International Law Society to OWLS ("Older and Wiser Law Students").

The Law School has its own bulletin. For further information or an application, call or write to the School of Law.

SERVICES

ADVISEMENT SERVICES

Hofstra University recognizes that it has an advisement responsibility from the time a student expresses an interest in enrolling until the time of graduation. For graduate students matriculated in a program, academic advisement is provided by the faculty members in that program. Graduate non-matriculated students can receive advisement from the Office of Part-Time Studies in 105 Memorial Hall. The office is open daily from 9:00 a.m. to 8:00 p.m. Mondays through Thursdays, and 9:00 a.m. to 5:00 p.m. on Fridays.

THE CAREER CENTER

The Career Center, located in M. Robert Lowe Hall on the southeast campus, assists students and alumni in career planning and investigation of appropriate professional opportunities. Graduate students are urged to establish a relationship with the Career Center early in their academic residence in order to take full advantage of services and to benefit from early identification of appropriate opportunities. Services include individual career advisement, employment interview programs and workshops on resume preparation, interview skills and other aspects of planning for life after Hofstra.

CAREER LIBRARY

An extensive collection of materials, available to students and alumni, includes employer directories, print and electronic job listings, informative guides to a wide variety of fields, job search guides and employer information files. Employer files include annual reports, position descriptions, recruiting brochures and electronic resources. In addition several computers are available for student use to explore job postings and career reference materials via the Internet. The "career services" section of the Hofstra University Home Page, which can be accessed at www.hofstra.edu/career, constitutes an electronic extension of the Career Library making direct access available from home, any university computer laboratory or residence hall room to thousands of job postings, employer information and other career development materials. Students may access Career Library materials during office hours, Monday through Friday, 9 a.m. to 5 p.m., plus one evening per week. For individual appointments or for additional information, call (516) 463-6060 or visit The Career Center.

EDUCATION CAREER SERVICES

Students and alumni seeking teaching and/or administrative positions in education may take advantage of the Professional Credential Registry to assist in their job searches. Qualified candidates are encouraged to participate in the School District Recruiting Program held on campus each spring. In addition, job opportunity notices are e-mailed to registered candidates throughout the year. Workshops offered during the practicum semester provide job search advice as well as detailed information about the aforementioned services.

GRADUATE BUSINESS CAREER SERVICES

MBA/MS graduate business degree candidates benefit from an active campus interview program supplemented by e-mail postings of internship and full-time opportunities as well as a program of workshops and career forums expressly geared to their needs. MBA/MS students also may submit their resumes for inclusion in the annual Graduate Business Resume Book that is mailed to hundreds of regional and national employers.

INTERNSHIP, PART-TIME, SUMMER AND TEMPORARY JOB POSTINGS

The Career Center strongly encourages graduate students to supplement academic study through seeking internship or other work experience in an area related to the chosen field of graduate study. The fulfillment of an internship and/or practicum experience is a requirement for the degree in many programs. In many courses of study, graduate students are encouraged to work directly with a designated faculty member in arranging their internships. Any graduate student, however, who would like additional assistance in arranging an appropriate internship is encouraged to contact The Career Center. Throughout the year The Career Center receives and posts extensive notices of these off-campus opportunities.

JOB-POSTING SERVICES

Students and alumni are welcome to visit The Career Center to review position announcements received by the Center. Thousands of job notices from both regional and national employers are made available both via The Career Center's home page (www.hofstra.edu/career) and via postings in The Career Library. These Hofstra specific announcements of current opportunities are supplemented by extensive additional Internet links to job posting resources, ultimately making tens of thousands of current opportunities available on a daily basis.

CENTER FOR GERONTOLOGY

The Center offers seminars and conferences on topics of interest to professionals in the field, to seniors, and their families. These seminars and conferences are coordinated by Center's Director and Advisory Board. The Center maintains a reference library of books, newsletters, and periodicals for persons interested in the files. The Gerontology Programs at Hofstra University coordinate activities with the Center's director and the advisory board.

CERTIFICATION OFFICE

This Office advises graduate students regarding the latest New York State certification requirements for Early Childhood, Childhood, and Adolescence, teachers, school counselors, school psychologists and administrators. In addition, this office is responsible for recommending students for certification to the New York State Education Department upon completion of Hofstra's New York State-registered, NCATE-accredited education programs. Certification applications must be submitted to the Certification Office during the semester in which students intend to graduate.

Applicants and employees of school districts must be fingerprinted and complete coursework for training in school violence prevention, substance abuse and the identification of child abuse & maltreatment before they can be considered for certification. The office is also prepared to answer any questions regarding interstate contracts and reciprocity if a student wishes to apply for out-of-state certification. This office is located in the School of Education and Allied Human Services.

CHAPLAINS

Spiritual guidance and informal counseling are provided by Catholic, Jewish, Muslim, and Protestant chaplains who have offices in the Student Center. Other services include opportunities for worship, retreats, interfaith events, seminars on topics of faith and ethics, and volunteer opportunities in local agencies.

CHILD CARE INSTITUTE

The Lindner-Goldberg Child Care Institute in the Saltzman Community Services Center serves children from 8 weeks to 5 years of age. In cooperation with the School of Education and Allied Human Services, and other academic departments, the program offers a nurturing curriculum for young children.

The Institute is open to all members of the Hofstra Family as well as to the outside community, Monday through Friday, 7:30 a.m. to 5:30 p.m. For additional information regarding fees, schedules and enrollment, call (516) 463-5194.

COMPUTER SERVICES

The Hofstra Computer Center offers computing support services to all sectors of the Hofstra community. The Center's staff provides computing, voice and video services to the community including technical, software and training support for all computing activities on campus.

Located in McEwen Hall, the Computer Center supports UNIX, Macintosh and PC platform applications. High-speed data communications are available through Hofstra's communication backbone, a Gigabit Ethernet network with an OC-3 connection to the Internet. More than 100 software applications are available on the network from centralized servers and can be accessed from individual student accounts.

Student Computing Services manages the following computer labs:

- Calkins Lab, located in Calkin's Hall
- Dionne Lab and Multimedia Center, located in McEwen Hall
- The Hammer Lab located in the East Wing of the Axinn Library
- The Weller lab is located in the basement of Weller Hall

In addition to the three open access labs, there are workstations located in many academic areas. Technology enriched classrooms are available throughout campus. Additionally, C.V. Starr Hall contains state-of-the-art computer equipment used for instruction.

Computer Center personnel are available to provide training and assistance to students and faculty. Training seminars are regularly scheduled. For more information see www.hofstra.edu/cc.

THE DEAN OF STUDENTS' OFFICE

The Dean of Students' Office is responsible for the administration of the University Judicial System, Residential Life, Spirit Support and Volunteerism, the Wellness Center, Chaplains' Office, Freshman Advancement, Student Activities, Recreation and Intramurals and International students. Information is available at this office for students interested in Study Abroad, Student Government, student clubs, fraternity or sorority organizations, volunteer work or campus activities.

The Dean of Students' Office provides a variety of social and educational programs designed to assist students' growth and development. Any questions, problems, or suggestions regarding any facet of student life may be discussed with the Dean. The Dean of Students' Office is ready to assist you with any problems and/or direct students to someone who can help. The Dean of Students' office is located in Room 243 of the Student Center.

INTERNATIONAL STUDENTS' OFFICE

The International Students Office is concerned with all aspects of the international student life at Hofstra: academic, social, cultural, legal, and financial. The Office provides an orientation program a week before classes begin that introduces new students to registration procedures, the English Language Program, academic policies, residential life, health services, social activities, and general University information. In addition, the Office provides information on United States and overseas governmental and educational organizations. The Office assists with immigration counseling and applications for optional practical and curricular training, economic work necessity, program extensions, international student insurance, visa renewals, as well as travel assistance.

The Office plans trips and events throughout the year which are specifically targeted to the international community and sponsors the International Student Mentor Program, a student-run program to help new international students with adjustments to campus life and American culture. The Office also sponsors the Global Alliance Program, a monthly volunteer program that allows international students to interact with the local community and offers the Hofstra international community a wide range of support services ranging from assistance with adjustment concerns to adherence of immigration regulations.

Students are encouraged to join one of the international student organizations on campus that sponsor social and cultural events which are of interest to the entire Hofstra community: Graduate Organization of International Students (GOIS), and the International MBA Association (IMA).

INTERNATIONAL STUDY

Students interested in Study Abroad programs, see Program Coordinator.

LAW SCHOOL

Study abroad opportunities also exist for students at the Hofstra Law School. The Law School holds a summer law program at the University of Nice in Nice, France. Special rules govern these programs for law students. The Law School's programs are open to law students and law graduates. Graduate students in other disciplines may also be eligible. Interested students should inquire at the Law School through the Dean's Office, 2nd floor, Law School.

THE LITERACY STUDIES RESOURCE CENTER

The Center is maintained by the Literacy Studies Department as part of its graduate program as well as a university and community resource. The Center was established as a satellite of the Educational Retrieval and Information Center (ERIC) by the national government. It has expanded into a resource which has a small circulating collection of research materials related to reading, linguistics and cognitive psychology as well as a large reference unit. Users may find research material in reading dated as far back as 1893. The Center is open to the public by appointment, Monday-Friday and is located in the School of Education and Allied Human Services.

PARKING PRIVILEGES

Parking Privileges are available to all vehicles registered with the Department of Public Safety. Only by prompt registering of vehicles (including changes in state license plate numbers when necessary), the proper display of the University parking permit, and the adherence to all parking regulations, will these privileges be assured. Parking stickers must be affixed to front and rear bumpers. There is no fee for parking permits. Copies of campus vehicle regulations and parking permits may be obtained at the Department of Public Safety at the Information Center, 24 hours a day, seven days a week.

PROGRAM FOR THE HIGHER EDUCATION OF THE DISABLED (PHED)

This program serves the community of individuals with disabilities on the Hofstra campus by providing appropriate support services to eligible students. Students with physical and/or psychological disabilities needing assistance with such areas as registration assistance, reader/writer/attendant care referrals, interpreters, counseling, equipment loan, test administration, books on tape, or liaison with sponsoring agencies should contact the Director of PHED in the Office of Academic Advisement, 101 Memorial Hall. Please see page 498 for statement of compliance.

RADIO STATION

WRHU-FM, Radio Hofstra University, broadcasts 30 miles in all directions to much of Long Island and New York City as well as to parts of Connecticut and New Jersey. WRHU's federally licensed frequency is 88.7 FM with a power of 470 watts. The station's community radio programming has 31 distinct formats, is on the air 22 hours a day, 365 days a year, and reaches a potential audience of three to four million people. One format is a special news and information program "Hofstra's Morning Wake-up Call," 7 to 9 a.m., Monday through Friday, targeted primarily for the University's students, staff, faculty, and alumni. With the exception of four professional administrators, and certain community volunteer specialty show producers, the station is student-staffed and operated. WRHU is an integral part of the School of Communication and the station's new digital quality broadcast facility is also used for academic work and professional recording projects, for which qualified students can receive stipends. The station offers a free non-credit course in audio-engineering, announcing, and production to students who are selected through an interview process. http://www.hofstra.edu/campus/wrhu/index_wrhu.cfm

RESIDENTIAL LIFE

Hofstra University offers a variety of living environments geared toward meeting the diverse needs of graduate students. Alliance Hall is a high-rise building offering a traditional, corridor-style environment. Both single and double rooms are available in Alliance. The New Complex is a four-story building with two common area lounges and laundry facilities on each floor. Nassau and Suffolk are six-story buildings each containing a common area lounge on the main floor. New Complex suites consist of either 2 double rooms or 2 super single rooms that share a bathroom and a common living area. Finally, Twin Oaks is an apartment complex providing housing for students, staff and faculty. Additional facilities in each residence hall include modern laundry facilities, state-of-the-art vending machines, kitchenettes, lounges and study areas. Some residence halls are equipped with recreational equipment including pool tables, ping pong tables, or video games. All students have direct access to the Internet, including World Wide Web, E-mail, and news services from their residence hall room. Cable and telephone services are also available in all residential buildings to provide optimum service to resident students.

The residence life program promotes community development in each residence hall/complex. Each floor has a live-in resident assistant who is available as a resource and initiates activities and programs on the floor. These programs, facilitated on a regular basis, assist students in many areas including academic, social, educational, and recreational. The Resident Student Association (RSA) is governed by the resident students themselves. RSA manages a budget, organizes a wide range of social and cultural events through-out the year, and serves as advocate for the rights and concerns of resident students in matters involving the University. For information on housing, write to the Residential Life Office located in 244 Student Center or call (516) 463-6930.

SPECIAL EDUCATION AND REHABILITATION CENTER

The Center is an administrative unit within the areas of Special Education and Rehabilitation Counseling, is concerned with research and special projects in rehabilitation counseling and in the education of children and adults with disabilities. Center activities include short term training institutes, consultations with schools and agencies in the community, research and demonstration projects.

STUDENT COUNSELING SERVICES

Student Counseling Services is located in the Saltzman Community Services Center on the South Campus. Personal, career and educational counseling services are available to all students free of charge for a limited number of sessions. Individual and group counseling, evaluations for academic difficulties and career-interest testing are among the services provided. Topics for group counseling and skill-building workshops have included stress management, eating disorders, bereavement, children of alcoholics, relationship management, social skills and assertiveness. Counseling services are confidential and administered by a staff of psychologists and psychology interns. During the academic semester, counseling is available from 9 a.m. to 9 p.m., Monday through Friday, and for abbreviated hours on Saturday. Student Counseling Services may be reached at (516) 463-6791. In the event of an emergency, on-call counselors can be reached around the clock by calling Public Safety, (516) 463-6789.

WRITING CENTER

The Writing Center, which is administered by the English Department, is located in room 208 Calkins Hall and assists graduate and undergraduate students committed to learning to write more forcefully and persuasively. A staff of experienced college teachers who hold graduate degrees in English or related fields provides free, one-on-one instruction. By drawing on that instruction, students develop and sharpen skills and strategies needed to write successful research papers and master's essays for their course work as well as cogent cover letters and personal statements for applications for employment, grants, or further graduate studies. Rather than proofreading essays for students, the Center's staff teaches students to evaluate, edit, and revise their own writing. In this way, the Writing Center helps students to achieve their academic and professional goals. For further information, please contact the Center by telephone at (516) 463-5463 or by e-mail at enghofwrit@hofstra.edu.

FACILITIES

BOOKSTORE

The Bookstore, which is located in the Student Center, provides a wide variety of merchandise and services. Items carried include textbooks, trade books, clothing, gifts, sundries, supplies, newspapers and magazines, candy and greeting cards. The Bookstore also carries a full line of text books and trade material for the School of Law. A full service post office is also available. Open Monday through Thursday, 9 a.m. to 8 p.m.; Friday, 9 a.m. to 5 p.m., and Saturday, 10 a.m. to 4 p.m. Post Office hours are Monday through Friday, 9 a.m. to 3 p.m.

<http://www.hofstra.bkstore.com/hofstra/>

FOOD SERVICES

Five restaurants are available to the Hofstra community on the North Campus. The Student Center Main Dining Rooms and Cafe, serving breakfast, lunch and dinner, are open from 7:30 a.m. to 8:30 p.m., Monday through Friday; Saturday 10 a.m. to 7 p.m. and Sunday hours are from 11 a.m. to 7 p.m. The Rathskeller, housed in the lower level of the Student Center, is open Monday through Thursday, 11 a.m. to 7:30 p.m., and until 3 p.m. on Friday. Sbarro's Italian Eatery, located in the Atrium of the Student Center, is open Monday to Friday, 11 a.m. to 2 a.m.; Saturday and Sunday, noon to 2 a.m. Also located in the Atrium is Burlaps Gourmet Coffee open Monday to Thursday, 8 a.m. to 11 p.m., and until 3 p.m. on Friday and Saturday.

The Netherlands, located on Oak Street serving lunch and dinner, is open Monday through Thursday, from 11 a.m. to 7 p.m., and 3 p.m. on Friday.

On the North Campus in Hofstra USA: Kate & Willy's open evenings from 9 p.m. to 1 a.m. Music and entertainment. The Lion's Den offers dinner from 4 p.m. to 11:30 p.m. nightly and weekends. Brunch Buffet from 12 noon to 4 p.m. Dutch Treats (next to Hofstra USA) is open Monday to Friday, 10 a.m. to 1 a.m.; Saturday and Sunday 11 a.m. to 1 a.m.

On the South Campus, Cafe Bistro in Memorial Hall, is open from 7:30 a.m. to 10 p.m., Monday through Thursday and until 3 p.m. on Friday.

The Deli is located south of McEwen Hall and is open Monday through Thursday from 7:30 a.m. to 9 p.m.; Friday, 7:30 a.m. to 5 p.m.; Saturday, 8:30 a.m. to 3 p.m.

Cafe on the Quad, serving Starbucks Coffee and much more, open Monday through Thursday, 8 a.m. to 9 p.m.; Friday 8 a.m. to 3 p.m.; closed Saturday and Sunday.

C.V. Starr building, open Monday to Thursday, 7:30 a.m. to 9 p.m.; Friday 7:30 a.m. to 3 p.m.

HOFSTRA USA

Hofstra USA is a casual meeting place for the Hofstra community, provides recreation, dining and dancing, concert facility and a theater. The Lion's Den offers dinner from 4 p.m. to 11:30 p.m. nightly and weekends. Brunch Buffet from 12 noon to 4 p.m. Dutch Treats, a deli/grocery store is open seven days a week: Sunday through Thursday, 9 a.m. to 11 p.m.; Friday and Saturday, 11 a.m. to midnight. The Hofstra USA facility and outdoor gazebo are available for on and off-campus catering events; located on the North Campus, north of Enterprise Hall.

LANGUAGE LABORATORY

The language Laboratory offers a variety of opportunities and resources to students of foreign languages, English as a Second Language (ESL) and students enrolled in Hofstra's speech program.

Audio monitoring stations are available for both placement tests and required laboratory work. Hofstra television, original version of foreign films, and live foreign broadcasts are available in audio, video and computer stations. An instructional classroom, is equipped with audio and overhead video monitors, and is available for foreign language and ESL students. Computer-assisted instruction can be obtained through multi-media computer stations and soft-

ware in the laboratory. Classrooms are available for both group work and tutoring sessions. Located in the Learning Technology Center, 213 Memorial Hall.

LIBRARIES

Hofstra University Library collections are housed in four separate locations on campus. The Joan and Donald E. Axinn Library on the south campus, our main library, houses circulating book and journal collections and the Harold E. Yucker Reference Library. The West Campus Library at 619 Fulton Avenue houses Rare Book and Manuscript collections and the Long Island Studies collections. The Barbara and Maurice A. Deane Law Library is located in the Seryl and Charles Kushner Hall of the Law School. The Curriculum Materials Center and Media services are currently located in Monroe Hall. The University Libraries total collections number approximately 1.6 million volumes and extensive resources in non-print media.

Library holdings can be searched through LEXICAT, the online public catalog (lexicat.hofstra.edu), and the library web page provides links to a wide range of online full-text and abstract/indexing databases. The University Library participates in the OCLC online network of 41,000 libraries in 81 countries. The OCLC computer database contains bibliographic and cataloging information about the holdings of member libraries and provides extensive research and interlibrary loan data.

THE BARBARA AND MAURICE A. DEANE LAW LIBRARY contains approximately 527,000 volumes and provides online access to Lexis-Nexis and other legal databases via a wireless network.

THE JOAN AND DONALD E. AXINN LIBRARY'S collections total approximately 900,000 volumes. The circulating book collection is housed on six open-stack floors. The periodicals collection of some 4,000 titles is housed on the ground floor. Many current periodicals are available on open shelves and the remainder of the collection is in closed stacks, with paging service provided.

THE HAROLD E. YUCKER REFERENCE LIBRARY, located within the Axinn Library, contains a comprehensive reference collection of over 40,000 volumes. The Yucker Library provides access to electronic resources via the Internet and through a Local Area Network. Among the over 90 online index and abstract databases available are: ABI Inform, America: History & Life, Book Review Digest, Wilson Omnifile Mega Edition, LegalTrac, MEDLINE, PAIS International, PsychINFO, ValueLine and WorldCat. Many of these databases are available to Hofstra users from home via the Internet. Full text access is available for Newsday, the New York Times, Global Access (company annual reports and 10K's), LEXIS-NEXIS Academic Universe, PsychArticles, ProQuest, Factiva, JSTOR, Project Muse, Omnifile and EBSCO. Additional services include interlibrary loan and electronic document delivery.

THE JOHN W. WYDLER GOVERNMENT DOCUMENTS DEPOSITORY, located on the second floor within the Axinn Library, includes 200,000 items in hardcopy and microform, and 60,000 maps.

THE CURRICULUM MATERIALS CENTER in Monroe Hall provides a variety of print and non-print materials to students from the School of Education and Allied Human Services. Both of these collections are in open stacks.

MEDIA SERVICES, also in Monroe Hall, provides faculty and students with audiovisual services supporting classroom instruction and student projects. The collection of approximately 5,000 non-print items - - including VHS, laser disc and DVD video programs, audiocassettes and CDs, and CD-ROMs - - can be searched through LEXICAT. In-house facilities for use of these materials include individual carrels and small-group rooms equipped for use of all formats represented in the collection. A full range of audiovisual equipment can be delivered to most classrooms or checked out by students. Other services provided include overhead transparency and 35mm slide production, in-class audio- and video-taping, audio and video editing and duplication, and 16mm film to video transfer.

THE UNIVERSITY ARCHIVES maintains historical non-circulating records of Hofstra University. Official publications, audio and video tapes, and papers of selected members of the Hofstra community are available for research use within the Archives facility. The Archives maintains its own indexes, shelf lists and guides to the collections.

THE DEPARTMENT OF RARE BOOKS (THE HAROLD E. YUCKER PSYCHOLOGY COLLECTION) AND MANUSCRIPTS is the University's repository for rare books, manuscripts, and other research materials. These resources are organized as collections of related information rather than by individual title. Some notable collections focus on the art and history of the book, twentieth-century literature, Long Island history, the history of reading instruction, the rise of Nazi propaganda in Germany, and the Avant-Garde movement in art and literature. Items in these collections do not circulate.

THE LONG ISLAND STUDIES INSTITUTE is a cooperative venture of Hofstra University and Nassau County. In addition to publishing books related to Long Island's history, the Institute conducts workshops, conferences and seminars. The Institute also houses two major collections for the study of Long Island's history -- Nassau County's Museum Collection and Hofstra University's James N. MacLean Collection of New York State History. Together, these collections constitute a major research repository consisting of books, photographs, newspapers, maps, census records, genealogies, government documents, manuscripts and audio/visual materials related to the history of New York State, Nassau County and Long Island. The Institute is open to the general public as well as Hofstra students and faculty.

MARINE LABORATORY

Hofstra's own facility, located on the north coast of the West Indian island of Jamaica, consists of a fleet of boats, a two-story laboratory building and its own hotel, beach and dive shop. All students, regardless of major, are eligible to enroll in tropical marine biology courses. Undergraduate and graduate courses are taught each summer. Courses other than biology, such as location photography offered by the Fine Arts Department, and solar energy offered by the Engineering Department, have also used the facility. The laboratory is available for internships, individual projects and graduate research. For information, contact Associate Professor Morrissey in the Biology Department.

MUSIC LISTENING ROOM

A collection of approximately 4,500 cataloged recordings available for listening in 103 Emily Lowe Hall, Monday through Thursday, 9 a.m. to 8 p.m.; Friday, 9 a.m. to 5 p.m., and Saturday and Sunday, 11 a.m. to 4 p.m.

STUDENT CENTER

This Center provides the facilities within which the cultural aspects of our academic-social community can develop. It is the focal point of campus community life. Here commuter and resident students meet for meals, socializing, and the business and pleasure of student government, publications, clubs, hobbies and a wide variety of special events. In addition to dining halls, meeting rooms, the Rathskeller, Service Desk, Bookstore, Student Center Theater, Hair Express and several congenial lounge areas, the Center houses the following offices: Dean of Students, Director of Student Activities, Office of Residential Life, Office of International Students, Hofstra Cultural Center, Residential Computing, HofstraCard Services, Facilities Management, Conference Services, Scheduling, and the Chaplains Offices.

SWIM CENTER

The indoor Olympic-sized pool includes locker rooms, showers, bleachers and offices. The pool also includes an underwater observation window, the most technologically advanced electronic timing system and accessibility for individuals with disabilities. A complete range of recreational, instructional and competitive aquatic activities are available.

UNIVERSITY CLUB

The University Club is located in David S. Mack Hall, is a private membership club for members of the Hofstra community (faculty, staff, graduate students, alumni, friends and trustees). The Club offers excellent food, attractive and comfortable meeting and dining facilities.

WELLNESS CENTER

Confidential medical care is provided to Hofstra students at the Hofstra University Wellness Center and is not part of a student's Hofstra academic record.

HEALTH SERVICES

All students are required to provide a physician's medical history and physical examination which includes the New York State required proof of immunization against measles (two injections), mumps and German measles. Physicians and nurse practitioners are available on a daily basis and hours are posted. Women's health as well as other services are available throughout the week. Nurses are available for emergencies and a physician is on call at all times. If hospital care is necessary, transportation to a local hospital is provided by public safety.

The Wellness Center is open Monday through Friday 9 a.m. to 8 p.m. and on Saturday from 10 a.m. to 4 p.m. During the summer months, the Wellness Center is open Monday through Thursday from 9 a.m. to 5 p.m.; Friday 9 a.m. to 4 p.m. Located on the North Campus, first floor of Republic Hall: (516) 463-6745.

RECREATION AND LEISURE

THE HOFSTRA RECREATION CENTER

The Hofstra Recreation Center (REC Center) includes a multipurpose gymnasium, an indoor running track, a complete Universal and free-weight exercise room, an aerobics room, fully-equipped locker rooms, and a lounge area with billiards and ping-pong tables. Daily activities include aerobics, karate, personal training and cardio-step classes. Programs and special events, ranging from volleyball to Frisbee, are designed for all members of the Hofstra community.

RECREATION AND INTRAMURAL PROGRAMS

These Programs provide students, staff and faculty with opportunities to develop leisure interests through a wide variety of activities designed to complement academic pursuits. Instruction is available in a number of organized activities. These programs organize competition in individual and team sports, which are open to all persons in the Hofstra community. A valid I.D. card is necessary in order to participate in the programs and to use the facilities. A monthly calendar of events is available. The Recreation Center (Rec Center) is located on the North Campus, east of Colonial Square.

INTERCOLLEGIATE ATHLETICS

All programs, except football, compete in the 10-university Colonial Athletic Association (CAA), with league members from North Carolina to New York.

Hofstra sponsors 18 intercollegiate athletic programs evenly divided with nine men's sports and nine women's sports. Men's sports, include baseball, basketball, cross-country, football, golf, lacrosse, soccer, tennis and wrestling. Women's sports include basketball, cross-country, field hockey, golf, lacrosse, soccer, softball, tennis and volleyball. All of Hofstra's intercollegiate athletic teams compete on the NCAA Division I level and face opponents from around the country.

Eight Hofstra teams, including six conference champions, competed in NCAA Championship Tournaments last year. Pride teams in men's basketball, men's tennis, wrestling, women's lacrosse, softball and men's lacrosse received at-large bids and advanced to NCAA Championship quarterfinals.

Hofstra athletic teams play and practice in state-of-the-art facilities. The 90,000 square foot Hofstra Arena serves as home to the Pride men's and women's basketball programs and the wrestling program. The 15,000-seat James M. Shuart Hofstra Stadium and the Margiotta Hall training facility are home to the Pride football, men's and women's lacrosse, and women's field hockey programs. The 1,500-seat Physical Fitness Center is home to the Hofstra women's volleyball program. The Hofstra Softball Stadium is one of the best collegiate softball facilities in the northeast. University Diamond (baseball), University Field (soccer) and the nine-court Hofstra Outdoor Tennis Center also serve as home to Pride teams.

STUDENT ACTIVITIES

The Office of Student Activities has been designed to enhance the cocurricular life of the Hofstra community and help students become more involved. We encourage students to participate in the many clubs, organizations and campus events that Hofstra has to offer. It is our job to see that each and every student gets the most out of their college experience. We feel very strongly that the best way to become a well-rounded student is to get involved. Since Student Activities is based on this belief, we have done our best to make sure that there is something for everyone. There are hundreds of conferences, lectures, workshops, cultural programs, seminars, concerts, dance parties and socials that take place at Hofstra each semester. In addition, there are more than one hundred clubs and organizations on campus. Anyone interested in participating in the activity clubs contact the Dean of Students Office located at 242 Student Center, (516) 463-6914.

SWIM CENTER

The indoor Olympic-sized pool includes locker rooms, showers, bleachers and offices. The pool also includes an underwater observation window, the most technologically advanced electronic timing system and accessibility for individuals with disabilities. A complete range of recreational, instructional and competitive aquatic activities are available.

CLINICS

MARRIAGE AND FAMILY THERAPY CLINIC (MFT)

The Marriage and Family Therapy Clinic offers therapy services to children, adolescents, adults, couples, and families experiencing wide varieties of issues relating to individual, couple, and family harmony. The focus is on empowerment and exploration—one that encourages persons to develop effective ways of accomplishing satisfying relationships.

The MFT Clinic is staffed by experienced supervising psychologists, marriage and family therapists, and senior graduate students in the Marriage and Family Therapy Graduate Programs who are also available as speakers.

Low cost fees enable the Clinic to provide important marriage and family therapy services to the surrounding community. Scholarships may be available for clients who normally would be unable to afford these services.

The Marriage & Family Therapy Clinic is located in the Joan and Arnold Saltzman Community Services Center on the South campus. Created in 1990, the Marriage and Family Therapy Clinic is an integral part of the Department of Health Professions and Family Studies in the School of Education and Allied Human Services.

The Clinic is open Monday through Friday from 8:30 a.m. to 9 p.m.; Saturday from 8:30 a.m. to 4 p.m.

PSYCHOLOGICAL EVALUATION, RESEARCH, AND COUNSELING CLINIC (PERC)

PERC offers diagnostic, counseling and therapy services to children, adolescents, adults and families exhibiting a wide variety of problems related to learning, job performance, personal adjustment, stress and family harmony. The Clinic is staffed by supervising psychologists and graduate students in the clinical and school psychology and school/community psychology doctoral programs.

Low cost fees enable the Clinic to provide important psychological services to the Long Island community. The Lynn Ann Motta Scholarship Fund has been established to provide psychological evaluations and psychotherapy services for patients who normally would be unable to afford these services. The clinic is also engaged in state of the art research in psychological assessment and psychotherapeutic intervention.

The Clinic is open Monday through Friday from 8:30 a.m. to 9 p.m.; Saturday from 8:30 a.m. to 4 p.m. and is located in the Saltzman Community Services Center.

READING/WRITING LEARNING CLINIC

The Clinic is located in Saltzman Community Services Center, provides child-friendly, professional reading and writing evaluations. The evaluation culminates with the development of a literacy profile which provides a detailed appraisal of a learner's reading and writing strengths. The profile is useful for parents and teachers who wish to understand how a learner makes use of reading strategies and how he/she uses literacy to solve problems. The profile is also helpful when advocating for a learner is necessary in the education decision-making process. The Reading/Writing Learning Clinic also provides a variety of reading and writing courses designed to foster and support literacy growth and to build confidence in a learner's reading and writing abilities. Services are provided directly by New York State certified literacy specialists, for children, adolescents and adults. Graduate students serve as interns at the Clinic to fulfill practica requirements.

SPEECH-LANGUAGE-HEARING CLINIC

The Speech-Language-Hearing Clinic is administered by the department of Speech-Language-Hearing Sciences and provides screening, diagnostic, therapeutic, counseling, and referral services to individuals from infancy through geriatric years. Services are provided to individuals and/or groups of children, adolescents and adults who exhibit a wide range of speech, language and other communicative disorders examples include language-learning disabilities, pragmatic language disorders, voice disorders, fluency disorders, aphasia and other neurogenic disorders, motor speech disorders, and hearing impairment. Comprehensive audiological services include hearing evaluation including central auditory processing, hearing-aid evaluation and dispensing. Aural rehabilitation programs are available.

Low cost services of the Clinic are available to students, faculty and staff from the Hofstra community, and to the community at large. Self-referrals, referrals from faculty and off-campus professionals are welcome. The Clinic is staffed by certified and licensed Speech-Language Pathologists and Audiologists. Our clinicians provide direct supervision to graduate students who are working toward fulfilling their clinical and academic requirements for certification and licensure.

The Clinic is located in the Saltzman Community Services Center, and is open daily from 9 - 5 p.m.; Friday, 9 - 4 p.m. Evenings hours (up to 8 p.m.) and Saturday morning hours may be arranged. Please call (516) 463-5656 for further information.

CULTURAL RESOURCES

THE HOFSTRA CULTURAL CENTER (HCC)

The HCC is an internationally renowned umbrella organization which includes a Conference and Symposia Program, a Theater Program, a Music Program, the Hofstra Museum, and the publications of the scholarly journal *Twentieth-Century Literature* as well as the proceedings of the Hofstra Cultural Center conferences. The activities of each of these units augment the offerings of the academic departments of the University.

The Conference and Symposia Program develops educational programs related to the cultural and interdisciplinary experience of students, faculty, staff, alumni and international scholars; plans and coordinates conferences in the fields of the humanities, business, law and the sciences to promote the University as an international arena of scholarly thought and to foster Long Island as a cultural entity. The Center sponsored more than 100 conferences and has won international recognition for its Women Writers' Conferences and for its Presidential Conference Series, which started in 1982 with the Franklin D. Roosevelt Centennial Conference, continued thereafter, with conferences on Harry S. Truman, Dwight D. Eisenhower, John F. Kennedy, Lyndon Baines Johnson, Richard Nixon, Gerald R. Ford, Jimmy Carter, Ronald Reagan, and George Bush. A regular series of conferences on popular culture personalities have also been included with conferences on Babe Ruth, Frank Sinatra, Bing Crosby, Louis Armstrong and George Gershwin. Forthcoming conferences will focus on Nobel Peace Prize Laureates, Melville's *Moby-Dick*, John Steinbeck and the 300th anniversary of the founding of St. Petersburg.

The Theater Program of the Hofstra Cultural Center was founded in 1985, and offers a series of performances during the fall and spring semesters, often designed to augment conferences organized under the auspices of the Conference and Symposia Program. Casts may include students, faculty, members of the administration, alumni as well as performers from the local community and professional guest artists. The Theater Program also includes Hofstra USA Productions, founded in 1983.

The Music Program of the Hofstra Cultural Center includes The International Concert Series and special musical events in conjunction with conferences and symposia. The Hofstra Cultural Center arranges concerts on campus and has developed exciting working relationships with the Consulates of Austria, Germany, Israel, Italy, The Netherlands and many other countries. Musicians from these countries perform on campus as part of the International Concert Series. The Conference and Symposia Program, the Theater Program and the Music Program maintain offices in the Student Center.

THE HOFSTRA MUSEUM

The Museum includes three dedicated indoor exhibition spaces and outdoor sculptures on Hofstra's north and south campus areas. It has been honored with accreditation by the American Association of Museums for achieving the highest professional standards in Hofstra's continuing effort for excellence in art and artistic endeavors. The Hofstra Museum collection of more than 4,000 objects is one of the most valuable at a university in the greater New York area and contains major works of art, specializing in modern European and American painting, sculpture, photographs and prints as well as Asian, Oceanic, African and Pre-Columbian art. The Museum is responsible for over 65 pieces of outdoor sculpture in various locations throughout the 240 acre campus. Walking tour maps can be found in the galleries. The Museum coordinates about 12 exhibitions annually and provides occasional special lectures and accompanying programs. When possible, the Museum coordinates exhibitions to receive educational support through the Conference and Symposia Program.

The dedicated exhibition areas of the Hofstra Museum include the Emily Lowe Gallery; the David Filderman Gallery and the Rochelle and Irwin A. Lowenfeld Conference and Exhibition Hall.

DAVID FILDERMAN GALLERY (AXINN LIBRARY, 9TH FLOOR)

Presents exhibitions often related to University conferences, seminars, lectures and courses. Exhibitions contain works from the Axinn Library, from holdings of other institutions and individuals and from the Museum's permanent collections. Hours: Monday through Friday, 9 to 5 p.m.; Saturday and Sunday, 1 to 5 p.m.

EMILY LOWE GALLERY (LOWE HALL)

Offers a wide variety of programs in the visual arts which deal with contemporary and historical issues. Each academic year, major temporary exhibitions serve the educational programs of the University. The Gallery also houses the permanent art collection. Hours: Tuesday through Friday, 10 to 5 p.m.; and during exhibitions, the Gallery is open on Saturday and Sunday, 1 to 5 p.m. Summer hours, when exhibits are being held (June-August): Monday through Thursday, 10 to 4 p.m. The main offices of the museum are housed in Emily Lowe Gallery; Office hours are Monday through Friday, 9 to 5 p.m.

ROCHELLE AND IRWIN A. LOWENFELD CONFERENCE AND EXHIBITION HALL,

Located on the 10th floor of Axinn Library, houses exhibitions from the University's art collection and other sources. Hours: Monday through Friday, 10 to 5 p.m.; Saturday, Sunday, 1 to 5 p.m.

THE LONG ISLAND STUDIES INSTITUTE

In addition to its research collections, sponsors workshops, meetings, conferences and publications pertaining to Long Island and its heritage. Twentieth-Century Literature is a scholarly and critical journal entering its forty-sixth year of publication. It is published four times a year and includes articles on all aspects of modern and contemporary literature, including articles in English on writers in other languages. Edited at Hofstra, the journal publishes the works of scholars throughout the United States and abroad. Each year the Andrew J. Kappel Twentieth-Century Literature prize of \$500 is awarded for the outstanding essay submitted to the journal.

MUSICAL ORGANIZATIONS

All musically qualified students are invited to join the musical organizations on campus: University Concert Band, Symphonic Wind Ensemble, Orchestra, Mixed Chorus, University Chorale, Collegium Musicum, Opera Theater, Jazz Ensemble, New Music Ensemble, Flute Ensemble, String Ensemble, Brass Ensemble, Percussion Ensemble and the Chamber Singers. Details regarding auditions, rehearsal schedules, etc., are available from the Music Department.

ALUMNI RELATIONS

The Office of Alumni Relations, located in Alumni House next to James M. Stuart Stadium, serves as the main link between Hofstra University and its 98,000 alumni. The staff works in partnership with the Hofstra University Alumni Organization, which represents all former students and is the official vehicle through which alumni volunteers can remain involved with their alma mater. A variety of committees and activities enable alumni to direct their energies toward specific areas of interest.

Programs and services for alumni are coordinated through the Alumni Relations Office. Special events such as Homecoming, reunions and networking receptions provide opportunities to meet fellow alumni and friends of the University. Alumni services include: term life insurance, Hofstra MBNA MasterCard, bookstore discounts, Hofstra-New York State license plates, online Message Board, alumni directory, Swim Center membership discounts, and the Hofstra Update alumni magazine, published three times annually. Auditing privileges and transcript services as well as access to the Axinn Library, Career Center and Recreation Center are also available.

Volunteers are mobilized regionally as well as nationally. Chapters have been established in Arizona; northern and southern California; southeast Florida; Georgia; New England; New York City; North Carolina Triangle; and Washington, DC area. From time-to-time alumni also gather in southeast Connecticut; northern New Jersey; Philadelphia (PA); Suffolk County (NY); Tampa (FL); and Westchester (NY).

Across the country, Hofstra Alumni Recruitment Team (HART) volunteers help the Admissions Office recruit new students and Hofstra Career Assistance Network (CAN!) members mentor current students. Graduates of the Last Decade (GOLD) organize educational and networking activities for young alumni.

Other alumni interest groups include: Black/Hispanic, Booster, Chronicle, Estabrook, Gray Wig, Hofstra Pride Club, Journalism, Radio, Rehabilitation Counseling, School of Communication, School of Education, School of Law, Zarb School of Business, Veterans, and fourteen fraternity/sorority affiliates.

In addition to offering cultural, social and networking events, most groups fundraise to support annual or endowed scholarships for students. The Hofstra Alumni Organization has several legacy scholarships.

Each year the University recognizes alumni for extraordinary service to Hofstra or professional accomplishments by awarding Honorary Doctoral degrees, Alumnus of the Year Award and the Award for Alumni Achievement.

For more information, contact the Alumni Relations Office by phone (516) 463-6636, e-mail alumni@hofstra.edu or visit www.hofstra.edu/alumni.