Nyack College reserves the right to change any policy or academic requirements, tuition, or fees.

Nyack College admits students of any race, color, sex, age, or national and ethnic origin to all rights, privileges, programs, and activities generally accorded or made available to students at the college. Programs are operated in compliance with Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title VI of the Civil Rights Act of 1964, and all other relevant statutes and regulations.

Nyack College is accredited by The Middle States Association of Colleges and Secondary Schools and is licensed by the Educational Licensure Commission of D.C. The Master of Business Administration is a registered program that is offered in compliance with the regulations of the Department of Education of the State of New York.

The MBA Handbook is not meant to be exhaustive. To write an exhaustive listing of policies and procedures would mean rewriting the Institutional Catalog. The purpose of the handbook is to highlight the policies and procedures that most affect the MBA student throughout the program. It is to the student’s advantage to be familiar with both the Institutional Catalog and the MBA Handbook.

A copy of the Handbook is posted on the Nyack College MBA website under CURRENT STUDENT INFORMATION.

http://www.nyackcollege.edu/mba
NYACK COLLEGE CORE VALUES

Socially Relevant
1a. Students will recognize the value of economic, political, social, and organizational systems as tools for positive change.
1b. Students will apply a foundation of compassion and integrity to their chosen field of study.
1c. Students will demonstrate servant leadership as they engage the community and marketplace.

Academically Excellent
2a. Students will attain an educational foundation in arts and humanities, science, mathematics, and social science.
2b. Students will be able to communicate in oral and written form and demonstrate information and technological literacy.
2c. Students will demonstrate critical thinking, problem solving, and research skills across the curriculum.

Globally Engaged
3a. Students will understand the interplay of historical, cultural, and geographical realities of the global community.
3b. Students will value diversity through an understanding of worldviews, languages, cultures, and peoples.
3c. Students will engage in service opportunities within the global community.

Intentionally Diverse
4a. Students will understand the heritages and traditions of diverse peoples and cultures.
4b. Students will appreciate the need to promote biblical principles of social equality.
4c. Students will engage in interactions and relationships with those from diverse backgrounds.

Emphasizing Personal Transformation
5a. Students will grow in their faith as they pursue God’s purpose in their lives.
5b. Students will integrate their Christian worldview into learning and service.
5c. Students will apply discipleship principles to assist in the personal transformation of others.
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MBA QUESTIONS/CONCERNS/GREIVANCES PROTOCOL

For any questions, concerns or grievances please adhere to the following protocol. Failure to do so will slow the response time:

1. Mrs. Michele Ortiz  
   MBA Program Manager
2. Dr. Gerard Becker  
   MBA Director
3. Ms. Giselle Torres  
   Assistant to Dean, School of Business and Leadership
4. Dr. Anita Underwood  
   Dean, School of Business and Leadership

HOLIDAY OFFICE CLOSINGS

Martin Luther King Day  
Good Friday  
Memorial Day  
Independence Day  
Labor Day  
Thanksgiving Break (Wednesday/Thursday/Friday before)  
Christmas/New Years Break (varies yearly)
II. INTRODUCTION TO THE MASTER OF BUSINESS ADMINISTRATION

OVERVIEW

Nyack’s MBA program is designed specifically for students who wish to work full time while earning their degree. By choosing Nyack College MBA program students benefit from:

Rigorous Curriculum
Course work prepares students for the workplace with real-world business challenges, taught by faculty with superior academic credentials and a strong background in business.

Convenient Locations
The MBA program offers locations in Manhattan, Nyack and Online (beginning the fall of 2012).

Flexibility
The MBA program allows you to complete your MBA coursework in as little as 16 months, with classes held in Manhattan two weekday evenings, Nyack on Saturdays, or Online (beginning the fall of 2012).

Personal Attention
With an average cohort size of 15 students, the MBA program ensures you receive the personal, hands-on attention you deserve.

Community
The MBA is delivered in a small cohort format providing an outstanding community experience for each student. You will develop deep relationships as you work together in teams, assist each other in completing assignments, and graduate together at the end of the program.
FACULTY PROFILE

Gerard Becker, MBA Director

**Credentials:**
Ph.D., Organization and Management, Capella University  
MBA, Management/Finance, Adelphi University  
BBA, Management/Finance, Adelphi University  

**Background:** Served as a Management consultant in the financial services, information technology and manufacturing businesses; an educator, senior business leader, and lifelong learner. Co-author of a book on management consulting, has published in many scholarly peer-reviewed journals on topics ranging from entrepreneurship, transformational leadership, organizational culture and climate through systematic thinking.

Robert Bohn, Full-Time Undergraduate Business Professor

**Credentials:**
MBA, Marketing, Management Science, St John’s University  
B.S., Marketing, Communications, Manhattan College  

**Background:** Professor, Marketing, Brand Management & Business Administration Director, Marketing Development, Creative Services and Brand Management. Director of Marketing at a diverse group of well-established organizations including The Leukemia & Lymphoma Society (LLS), Metro International, People Magazine, PRIMEDIA, ESPN and Kiplinger's Personal Finance. Is a full time evening educator with New York University’s Professional Studies Program, Stern Graduate School of Business, NYU SCPS (School of Continuing and Professional Studies); NYU Masters of Direct Marketing; and NYU / Paul McGhee Undergraduate Division for Adults. Taught and currently teaching hybrid and in-class courses at Baruch College;
Fashion Institute of Technology, Fordham University; Manhattanville College, LIM College; Metropolitan College of New York, College of Westchester, Manhattan College; The Mountbatten Institute; and the European School of Economics. Awarded The General Excellence Award for Teaching and NYU’s Torch Pin twice (awarded to long standing professors who have exhibited continued excellence in academic behavior).

Gordon Boronow, Assistant Professor of Business

Credentials:
Ph.D., Economics, State University of New York Stony Brook
M.A., Economics, State University of New York Stony Brook
B.S., Mathematics, Lafayette College

Background: Assistant Professor in the School of Business and Leadership at Nyack College, with primary teaching responsibilities in economics and finance. Research interests are in macroeconomics, social insurance, and behavioral economics. Prior to academic career, worked in the financial services industry and became a Fellow of the Society of Actuaries in 1980. Actuarial career included stints at Equitable Life, New York City, Tillinghast, New York City, Connecticut Mutual Life, Hartford, CT and American Skandia Life Assurance Corp., Shelton, CT. Was a pioneer in both variable and universal life insurance policy design, and inventor of a patented actuarial mechanism to incorporate investment performance in the design of an immediate variable annuity. In 1991, was named President and COO of American Skandia Life, serving until 2001. During tenure, American Skandia Life became the leading variable annuity provider to the independent broker-dealer market and assets under his management increased from $100 million to over $40 billion. In 2001, after retirement, chose to pursue an academic career.
Douglas Coffey, Adjunct Professor

Credentials:
MBA, Finance, St John’s University
B.A., Psychology, Queens College

Background: Worked the last fourteen years at the Federal Reserve Bank of New York, developing an appreciation of the role of central banks in setting and implementing monetary policy. After a long and satisfying career in banking as a training manager, turned focus to teaching accounting and finance at several universities, and most recently teaching International Accounting at Nyack College. Experience in Sarbanes-Oxley compliance reporting, budgeting, and project management ties in well with teaching accounting and finance courses.

Cynthia Dorsey, Adjunct Professor

Credentials:
MBA, General Management, Nyack College
B.S., Organizational Management, Nyack College

Background: Currently serves as Assistant to the Pastor and the Minister of Christian Education at Union Baptist Church in New Rochelle, New York. As the Minister of Christian Education, has been instrumental in growing the teaching and training ministry of the church, and received numerous awards for outstanding commitment and faithful service, including Woman of the Year honor. Assisted with the Pastoral Care and also managed membership growth and retention at the Abyssinian Baptist Church in Harlem, New York. Currently serves as a primary instructor for the OM program and adjunct professor/thesis and capstone project advisor for the MSOL and MBA graduate programs at Nyack College. Also serves as a liaison and teacher of incarcerated men at the Fishkill Correctional Facility in New York.
Ed Eskew, Adjunct Professor

No Photo Available

Credentials:
MBA, Finance, Nyack College
B. S., Organizational Management, Nyack College
A.A.S., Information Technology

Background: Managing Partner, Chief Information Officer at CGAtlantic Inc. Thirty-six years of experience in the information technology field, working with New York area based companies such as Bernard Chaus Inc., Chanel Inc., Swiss Bank Corporation, Burroughs Corporation, and Garan Inc. Presently works closely with clients to provide sustainable, cost effective technology solutions throughout client’s enterprise. Assessing, and re-engineering decade old processes, yielding significant commercial value and has become the corner stone of today’s demand to work smarter, faster, and better in this challenging financial landscape.

Anne Hallcom, Adjunct Professor

Credentials:
Ph.D., Organization and Management, Capella University
MBA, University of LaVerne
B.S., Iowa State University

Background: Experience in healthcare and management. Career began as a licensed Medical Technologist working in private and hospital laboratories serving in a managerial capacity. Transitioning to the healthcare manufacturing arena, has held senior leadership roles in Program Management, Quality, Regulatory, and Marketing functions for a Fortune 500 corporation. Dissertation focus was transformative learning in mature organizations, studying and describing what it takes to transform an organizational culture to one that values learning and enables individuals and groups to reach their full potential.
Kathryn Leary, Adjunct Professor

Credentials:
MBA, Marketing, Stanford University
B.A., Administration, Communication Antioch College

Background: Is a marketing consultant, writer and Adjunct Professor at Nyack College. Over the past 35 years, has excelled in the fields of advertising, marketing, communications, public relations, entrepreneurship and education. Career began on Madison Avenue working for ad agencies including Young & Rubicam, BBD&O and Ted Bates, rising to Vice President. Served as President and CEO of Jamison & Leary Advertising, a Saatchi & Saatchi affiliate, which became the subject of a 1990 case study at Stanford Business School under the leadership of then lecturer Jim Collins, author of bestsellers Built to Last and Good to Great. Team-taught the case at Stanford with Collins for three years and later established The Leary Group, a global marketing company. As strategic market entry specialists, the firm successfully guided numerous companies into the markets of Japan and South Africa, ranging from Estee Lauder to Ben & Jerry’s Homemade Ice Cream, to small minority and women-owned businesses. A consultant, trainer and lecturer for firms including AT&T, Lucent Technologies, Hewlett Packard, and Corning Inc., motivating executives to expand their potential as global managers.

John Mahoney, Adjunct Professor

Credentials:
BBA, Baruch, CCNY, CUNY
MBA, University of Phoenix
CPA, New York State License

Background: Originally worked for various accounting firms over a ten year period doing audits, reviews, and compilations as well as preparing various tax returns. Over the next ten years worked as a Controller and Vice President of Finance for a few companies and was significantly involved in Mergers & Acquisitions for some of these companies.

**Clarence McMaster, Adjunct Professor**

![Image](image.png)

**Credentials:**
- LLM/Taxation, Washington College of Law
- CFP/Financial Planning, College of Financial Planning
- JD/Law, Loyola Law School
- MBA, Pepperdine University
- B.A., Finance, Adelphi University

**Background:** An officer at MetLife Company, serving as an Executive–on–Loan from MetLife to the National Academy of Science division of the National Research Council in Washington, D.C. Is currently an active member of the California Bar, and is licensed to practice before the federal bar, central district, and the ninth circuit court of the appeals. Is a certified financial planner with the financial planning board of standards, and editor of the Health Care and other Non-profit employee tax handbook, author of the United Resources Retirement Handbook, and the United Resources Budget Handbook, and editor and co-author of the Personal Financial Planning Handbook. Does volunteer work at SCORE, a nonprofit partner with the SBA providing advice and counsel to entrepreneurs and small business owners.
James Muckell, Associate Professor of Accounting

Credentials:
CPA, New York and New Jersey License
MBA, Management, Pace University
B.S., Accounting, Fordham University

Background: Corporate experience including six years as Controller, nine years in Internal Audit and a stint in Mergers and Acquisitions. After twenty years began a full-time practice and has specialized in assisting small businesses grow by automating and improving their reporting function, streamlining operations, strengthening internal control systems and obtaining the capital necessary for growth. Serves clients in the following industries: food supplements, franchising, manufacturing, trucking, insurance, publishing, dry cleaning and construction, and has developed a sizable not-for-profit clientele. Serves a large number of individual clients by providing them with the tax planning and preparation services, as well as providing investment advisement, retirement planning, college planning, estate planning and life insurance services for my tax and accounting clients and individuals and businesses that are referred. Is currently head of the Nyack College accounting program, teaching accounting, taxation and finance.

Richard Ponschock, Adjunct Professor

Credentials:
Ph.D., Organization and Management, with an Information Technology Specialty, Capella University
MBA, Information Technology, Keller Graduate School of Management
B.S., Information Systems, National College

Background: Currently the General Manager of a third party Logistics Company. Career focuses on the alignment and application of technology to achieve strategic organizational initiatives and growth. Is an educator, presenter at industry and academic
conferences, including the Academy of Management and the International Academy of Business and Economics. Has written papers on technology architecture, applied technology, and the future impact of today’s virtualization and social networks on future generations.

**Stephanie Quarles, Adjunct Professor**

![Stephanie Quarles](image)

**Credentials:**
MBA, Management/Finance, University of Bridgeport
B.S., Business Administration, Concordia College

**Background:** Currently the Marketing Operations Manager at IBM. Twenty-three years of experience in finance, marketing, and technology. Led global teams and manages a $190M dollar budget worldwide. Has held various sales and marketing roles spanning the IBM business, across industries, geographic regions and at the corporate level, and leads the execution of unique marketing strategies for both mature and growth markets.

**Joseph Reid, Adjunct Professor**

![Joseph Reid](image)

**Credentials:**
MBA, Management/Finance, Adelphi University
B.S., Electrical Engineering, New York Institute of Technology

**Background:** Management of service and support functions in high technology industries. Grown and developed professional service organizations, as well as customer service and support infrastructures for healthcare, telecommunication, financial services and software solution providers. Has led multi-faceted global teams for Fortune 100 companies and has demonstrated results in formulating business strategies, team leadership, managing customer relations, software development and engineering with
domain expertise around the cooling, space and power requirements within large enterprise data centers.

**Orlando Rivera, Assistant Professor of Pastoral Ministries**

![Orlando Rivera](image)

**Credentials:**
Ph.D., Organizational Leadership, Regent University  
MBA, Rollins College  
M.Div., Reformed Theological Seminary  
B.A., Economics, SUNY Albany

**Background:**  
Served as an adjunct professor at the Crummer School of Business, Palm Beach Atlantic University, Orlando, FL and Belhaven University, Orlando, FL. Currently serves as professor and Department Head of the Pastoral Ministry Department at Nyack College in New York. Academic interests include business ethics, the integration of theology and work, organizational leadership, and leadership development. Managed a major fast food restaurant and owned and operated a healthy fast food restaurant for three years. Career objective is to integrate work, faith, and Christian witness.

**William Shum, Adjunct Professor**

*No Photo Available*

**Credentials:**
MBA, Pace University  
Certified Public Accountant  
Certified Information Technology Professional

**Background:**  
Large bank supervision with the Comptroller of the Currency, an independent bureau of the U.S. Department of the Treasury. Primary responsibility as bank regulator assigned to JPMorgan Chase, with shared duties at Morgan Stanley and Citibank and has served as Director at UBS, the Investment Bank division.
Clifton Strain, Adjunct Professor

Credentials:
MBA, General Management, Harvard School of Business
B.A., Accounting, Morehouse College

Background: An investment banker by trade and has spent the vast majority of a 22 year career with Morgan Stanley and Wachovia Securities. Currently serves as head of Investment Banking for a start-up brokerage firm, Tigress Financial Partners. Currently serves on several not-for-profit boards, including City Harvest (the country's oldest food rescue organization), the United Way of New Jersey, and the board of Deacons at St. Paul Baptist Church.

Patrick Tormey, Adjunct Professor

Credentials:
MBA, Marketing, Iona College
B.A., Marketing Management, CUNY-Baruch College

Background: Has taught marketing and management related courses since 2001, including MBA level business courses at several prominent local colleges and universities. Is the founder and Chief Executive Officer of Real Deals USA, Inc., a direct marketing, e-commerce, and wholesale corporation specializing in the sale of apparel and accessories.
Anthony Wilson, Adjunct Professor

Credentials:
MBA, Marketing, Adelphi University  
B.A., Allegheny College

Background: Served as Senior Director, Marketing at AFCO Systems. Is a marketing professional with experience spanning technical, corporate, and marketing communications. Expertise is in integrated message development and brand positioning for use across promotional disciplines including public relations, events, advertising, social media, and print promotion. Experience with technology marketing, including enterprise mobility (handhelds & WiFi), scanning technology, data center enclosures and DCIM software, as well as data base application development software.
III. STATEMENT OF PROGRAM

MBA MISSION STATEMENT

The Master of Business Administration program is committed to provide students with an academic curriculum that focuses on an action-based learning model that integrates theory, research and application to real world issues. Through the courses, the MBA program seeks to foster learning environments that stimulate entrepreneurial thinking and enables students to utilize their knowledge to create and launch innovative business ventures.

MBA PROGRAM GOALS

Socially Relevant
  MBA 1: Understand the process of how to bring about positive change and growth within organizations.
  MBA 2: Demonstrate the ability to identify ethical problems, make well-justified ethical decisions, and promote development of an ethical culture within an organizational context.

Academically Excellent
  MBA 3: Demonstrate the ability to use research as it relates to supporting positions and solving problems within organizations.
  MBA 4: Demonstrate competency in developing an academic research proposal.

Globally Engaged
  MBA 5: Demonstrate an understanding of the interdependence and interconnectedness of organizations within the global community.
  MBA 6: Utilize effective methods of communicating, managing, and leading within multi-national organizations.

Intentionally Diverse
  MBA 7: Demonstrate the ability to utilize and internalize diverse perspectives as a means to solving problems and initiating change within an organizational context.

Personally Transforming
  MBA 8: Develop confidence and competency as an effective communicator through the use of evidence-based arguments in written and oral communication.
MBA Oath

Preamble

As a manager and business leader, my purpose is to serve the greater good by bringing together people and resources to create value that no single individual can build alone. Therefore I will seek a course that enhances the value my enterprise can create for society over the long term. I recognize that my decisions can have far-reaching consequences that affect the well being of individuals inside and outside my enterprise, today and in the future. As I reconcile the interests of different constituencies, I will face difficult choices.

Therefore I promise:

1. **I will act with utmost integrity and pursue my work in an ethical manner.** My personal behavior will be an example of integrity, consistent with the values I publicly espouse.

2. **I will safeguard the interests of my shareholders, co-workers, customers and the society in which we operate.** I will endeavor to protect the interests of those who may not have power, but whose well-being is contingent on my decisions.

3. **I will manage my enterprise in good faith, guarding against decisions and behavior that advance my own narrow ambitions but harm the enterprise and the people it serves.** The pursuit of self-interest is the vital engine of a capitalist economy, but unbridled greed can be just as harmful. I will oppose corruption, unfair discrimination, and exploitation.

4. **I will understand and uphold, both in letter and in spirit, the laws and contracts governing my own conduct and that of my enterprise.** If I find laws that are unjust, antiquated, or unhelpful I will not brazenly break, ignore or avoid them; I will seek civil and acceptable means of reforming them.

5. **I will take responsibility for my actions, and will represent the performance and risks of my enterprise accurately and honestly.** My aim will not be to distort the truth, but to transparently explain it and help people understand how decisions that affect them are made.

6. **I will develop both myself and other managers under my supervision so that the profession continues to grow and contribute to the well-being of society.** I will consult colleagues and others who can help inform my judgment and will continually invest in staying abreast of the evolving knowledge in the field, always remaining open to innovation. I will mentor and look after the education of the next generation of leaders.

7. **I will strive to create sustainable economic, social, and environmental prosperity worldwide.** Sustainable prosperity is created when the enterprise produces an output in the long run that is greater than the opportunity cost of all the inputs it consumes.

8. **I will be accountable to my peers and they will be accountable to me for living by this oath.** I recognize that my stature and privileges as a professional stem from the respect and trust that the profession as a whole enjoys, and I accept my responsibility for embodying, protecting, and developing the standards of the management profession, so as to enhance that trust and respect.

This oath I make freely, and upon my honor.
IV. CURRICULUM

COURSE LAYOUT
Curriculum and course scheduling are subject to change at the discretion of the college.

First Quarter Core Courses
BUS609 Entrepreneurship (3)
BUS616 International Accounting (3)
BUS603 Managerial Economics (3)

Second Quarter Core Courses
BUS771 Entrepreneurial Seminar Series I (1) *(offered at Manhattan Campus only)*
BUS604 Business Research Methods (3) *(offered at Nyack Campus only)*
BUS605 Operations Management (3) *(online course)*
BUS606 Strategic Global Marketing Management (3)

Third Quarter Core Courses
BUS772 Entrepreneurial Seminar Series II (1) *(offered at Manhattan Campus only)*
BUS607 Financial Management (3)
BUS610 Managerial Thought and Ethical Implications (3)
BUS611 Strategic Information Systems Management (3) *(online course)*

Fourth Quarter – Concentrations Courses *(Concentrations may be offered at one or both campuses or online at the discretion of the college.)*
BUS773 Entrepreneurial Seminar Series III (1) *(offered at Manhattan Campus only)*

Entrepreneurial Management Concentration
BUS665 Managing Human Talent (3)
BUS6667 Negotiation and Conflict Resolution (3)
BUS668 Creativity and Innovation for Sustainable Success (3)

Marketing Concentration
BUS661 Consumer and Organization Buyer Behavior (3)
BUS662 Market Research (3)
BUS664 Channel Management (3)

Finance Concentration
BUS671 International Finance (3)
BUS672 Mergers and Acquisitions (3)
BUS673 Investment and Portfolio (3)

Accounting Concentration
BUS675 Financial Reporting and Analysis (3)
BUS676 Corporate Taxation (3)
BUS677 CPA Preparation and Review (3)
COURSE DESCRIPTIONS

CORE COURSES

BUS603: Managerial Economics (3)
This course is a practical application of microeconomic and macroeconomic theory as it applies to decision making in the firm. Students use a practical economic approach, combining the two views to give insight into the basic economic factors affecting a company's market, from the level of the consumer to international economic policy. Students apply concepts to intensive case studies, which can include elements of risk, uncertainty and forecasting.

BUS604: Business Research Methods (3)
The course provides the necessary skills and tools to do proper research work both for the academic and the corporate sectors. Topics covered in the course include research methods, designs, statistical analysis and reviews of the current issues on research studies. Students conduct a detailed literature review of a business topic of interest to them, but approved by their faculty mentor.

BUS605: Operations Management (3) Online Course
The course applies prior learning in operations and change management, as well as supply chain theory. The course emphasizes problem resolution by means of linear programming, sensitivity analysis, decision tree analysis, quality issues and the quality house trade-off matrix. Use of Excel Solver for optimization analysis and resolution is used. Thus, familiarity with spreadsheet use and Microsoft Excel is required. Topics include: the logistic issues of firms conducting business and specific operational and strategic concerns of multinational players.

BUS606: Strategic Global Marketing Management (3)
The course trains students in global marketing management by engagement in current and evolving strategic marketing processes and decision tools. The elements of globalization are integrated into the learning to develop a comprehensive global marketing strategy, inclusive of environment, forecasting, advertising, target marketing and budgetary/financial issues. The course assesses the role of consumerism in American society, helping students to understand the ethical issues inherent in marketing strategies.

BUS607: Financial Management (3)
The course builds on prior learning in financial management (including time value of money, security evaluation, project assessment, investment and asset management, capital structure and policy) by integrating tools through group-based case analysis. Cases are used extensively so that students use their knowledge to develop comprehensive financial strategies that include, among other things, assessment of mergers and acquisitions, project and portfolio evaluation, financing and other current issues in financial management.
BUS609: Entrepreneurship (3)
This course will focus on the definition, exploration, examination and evaluation of the entrepreneurial mindset. Specific focus will be applied to the theoretical and practical application of entrepreneurship. A deep understanding and examination of social entrepreneurship will occur through exhaustive case analyses and real world examples of successful and derailed entrepreneurial ventures. The dark side of entrepreneurial ventures will be explored so as to reaffirm the necessity and requirements for positive social entrepreneurial approaches.

BUS610: Managerial Thought & Ethical Implications (3)
The course provides an historical context for the study of business by reviewing the evolution of management thought and the ethical implications of each stage of thinking from scientific to behavioral to systems/management systems. Through class discussion, debate and student research, the class reviews current issues and speculate on the evolution of management thought through the information age.

BUS611: Strategic Information Systems Management (3) Online Course
This course will prepare students to create or participate in creating a strategic plan for an organization’s Information systems/Technology function and understand the requirements for alignment with corporate goals. Strategy is about connecting a vision for the future with goals and actions that enable success. Strategy also provides the foundation for establishing priorities. The course will synthesize traditional planning concepts with contemporary topics transforming organizational landscapes. Globalization, “cloud” architectures, and co-created value networks driven by technological innovations have emerged as new imperatives for technology strategists. These current issues will be deeply explored throughout the course. In addition, the student must look beyond the status quo and project into an uncertain future. Students will complete a framework of an information systems/technology plan.

BUS616: International Accounting (3)
The course examines the differences between US GAAP and IFRS in particular to large bank balance sheets, the netting of derivatives, off-balance-sheet positions such as structured investment vehicles (SIV), and contingent liabilities, etc, which all would create challenges in measuring the true worth or size of a balance sheet to the largest banks in the world today. The convergence of the two standards is in the middle of a rollout, additional resources are also devoted to small and medium-sized entities (SMEs), with concern over reporting standards, disclosure, and clarification on the differences between the two standards, etc.
CONCENTRATIONS

Entrepreneurial Management

BUS665: Managing Human Talent (3)
This course will focus on the dynamics required for defining, acquiring, training and retaining human talent for entrepreneurial organizations. The student will examine human talent constructs from an equity, optimization, measurement and life cycle perspective. Measurement will focus on the acquisition, allocation and retention perspectives; optimization will examine the alignment culture and capabilities aspects; and the life cycle will analyze first impressions, growth and retention of the talent resource pool. This will enable the student to holistically understand all relevant and pertinent aspects of managing human talent for an entrepreneurial organization.

BUS667: Negotiation & Conflict Resolution (3)
This course provides the student with various approaches to negotiation and conflict resolution. Various models of conflict and relevant negotiation strategies will be analyzed, explored and examined. The models will include the circle of conflict; triangle of satisfaction; boundary model; as well as rights and powers and trust. Social responsibility will be examined in the context of what lies beyond the conflict as well as the social styles exhibited and enacted during negotiation processes. Upon completion of the course, the student will be enabled to understand the various dimensions of conflict, negotiation as well as beyond the conflict.

BUS668: Creativity & Innovation for Sustainable Success (3)
This course will focus on the dynamics between organizational creativity and innovation for sustained positive success. Organizational innovation will be explored through case studies, group projects, and associated student lectures. Creativity will be examined in the context of the existent or formative organizational constructs and overarching objectives. General approaches to innovation, creativity as well as their impact on existent and entrepreneurial organizational sustainability will prepare the student for leading similar initiatives.

Marketing

BUS661: Consumer & Organization Buyer Behavior (3)
This course reviews the concepts and techniques learned from behavioral science (such as: psychology, sociology, anthropology, economics) to marketing management. This course relies on lectures, readings and case studies to develop application skills for consumer and commercial buyer behavior.

BUS662: Market Research (3)
The course provides students with the understanding and tools that are useful to managers for decision-making. This will include the review and use of data collection techniques, data tabulation, analysis, interpretation of results and marketing implications.
BUS664: Channel Management (3)
The objective of this course is to review the alternative channels used to market products and services. Discussion topics include direct and indirect sales, direct mail, direct response, telemarketing, e-commerce and other channel conflicts.

Finance

BUS671: International Finance (3)
The purpose of this course is to provide an analytical framework on the financial environment, risks, goals and problems of multinational firms or firms with international affiliates, suppliers or markets. The focus is on risk and forecasting, monetary systems, exchange rates, interest rates and economical growth.

BUS672: Mergers & Acquisitions (3)
This course examines the motives and the process of mergers, business valuations and business financing. Students will understand the managerial and operational implications that come from leveraged buyouts, junk bond financing and other forms of corporate restructuring.

BUS673: Investment & Portfolio (3)
This course establishes the foundations for security analysis and procedures for an investor's portfolio of securities. Core concepts in this course include futures, options, measures of risk and expected return.

Accounting

BUS675: Financial Reporting & Analysis (3)
Prepares students to be financial detectives, showing how to take a closer look at reported accounting numbers and how to look behind those numbers to really understand what is going on in a company. The book is aimed not only at those charged with the responsibility for preparing financial statements, but also those who will use financial statements for making decisions. This helps readers learn how to perform better audits, improve cash flow forecasts, undertake realistic valuations, conduct better comparative analyses, and make more informed judgments about the performance of management.

BUS676: Corporate Taxation (3)
The course is designed to help students to understand the functions of a Corporate Tax Department in a financial institution and its responsibilities with respect to tax reporting, tax determination, and tax defense. Corporate tax rules in US and in developed countries created many tax arbitrages and allow corporate tax dept. to plan tax strategies to achieve the lowest tax rate or burden on a global basis. While the maximum tax rate in the US is 35% for the US corporations, most US corporations are able to achieve a lower tax rate through offshore establishments and tax deferral, the students will be able to see the many aspects of techniques used in corporate America such as carryover of tax attributes, personal holding companies, affiliated corporations, etc., many of these techniques can be
considered as borderline by tax authorities. This course will also help students to understand the effect of corporate tax in state and local tax planning, since many big US corporations conduct businesses in multi-jurisdiction, and across different countries.

BUS677: CPA Preparation & Review (3)
To prepare students for the requirement of the CPA exam in a small class environment, dedicated in achieving the passing grade in all four parts. The latest AICPA-released pass rates for the CPA exam are approximately 45%-48%. As a CPA Examination candidate, the student is required to be thoroughly familiar with the entire examination methodology – from the time of application, to the time of taking the examination until all four sections are passed. The student will learn how the process works, what rules govern the progress, what requirements to meet, and the responsibilities the candidate must undertake in order to pass the exam. (Format will be video lectures and slides, guided seminars, core study materials, and textbooks)

ENTREPRENEURIAL CAPSTONE PROJECT

BUS771: Entrepreneurial Seminar Series I (1)
An overview of the research process; development of the entrepreneurial project proposal; applicable literature review process; clear definition of the market opportunity and/or desired state for the proposed major organizational change. At the conclusion of the seminar, and prior to the Entrepreneurial Seminar II, the student will provide a completed project proposal, initial literature review, and methodology for the project. The proposal will be reviewed and approved for submission to the college's institutional review board for research approval (if applicable) prior to commencement of the following seminar attendance.

BUS772: Entrepreneurial Seminar Series II (1)
This seminar provides an overview of the research process; review of proposed research and attendant market opportunities and/or proposed major organizational changes; development of an entrepreneurial Capstone project plan; required activities to complete the research proposal (if not approved at this juncture); design and development of a project outline; and a review of data collection and analysis techniques and approaches. At the conclusion of the seminar, the student will provide a completed project plan, project outline and complete the requirements for an approved research proposal. Approval of the research proposal and applicable IRB review is required before any research may be undertaken in fulfillment of the entrepreneurial Capstone project.

BUS773: Entrepreneurial Seminar Series III (1)
Presentation of proposed entrepreneurial ventures and/or major change recommendation(s). Each presentation will include a formalized critique process by the student's peers for potential improvements prior to final submission. Once completed, the student will participate via the online eCompanion to review the final checklist for a completed project, make any required/suggested modifications, and submit the final
project and attendant presentation materials for final School of Business and Leadership review and approval.

**BUS799: Entrepreneurial Capstone Project (3)**
The Nyack College Graduate School of Business and Leadership Entrepreneurial Project is the culmination of the Masters of Business Administration program/degree and is associated with three (3) credits. Initially, a research/project proposal will be submitted for review, approval and IRB review (if required/applicable). Once the proposal is approved, the project based on the learning's throughout the program and is based on either a new entrepreneurial venture (a formal business plan) or a proposed major change recommendation for or within an existing organization (fully supported organizational change proposal). It is expected that the entrepreneurial project will be presented in a manner that exhibits requisite disciplines in scholarly research, as well as foundational expertise with fundamental business disciplines including, but not limited to, leadership, finance, marketing, critical thinking, operations and change management.

**ENTREPRENEURIAL CAPSTONE PROJECT INFORMATION**

*See the Nyack College MBA Website (nyackcollege.edu) for the following documents and templates for the Entrepreneurial Capstone Project:

- Entrepreneurial Capstone Project of the Year
- Checklist for Entrepreneurial Capstone Concept Proposal and Project Submissions
- Establishing a Business Plan
- Entrepreneurial Capstone Concept Proposal Format
- Entrepreneurial Capstone Project Format
- Entrepreneurial Capstone Project Rubric
- Entrepreneurial Capstone Presentation Rubric
- Request for Institutional Review Board (IRB) Approval (required when obtaining primary data only)
- Approved MBA Editors
V. POLICIES

SATISFACTORY ACADEMIC PROGRESS (SAP)

To remain in the MBA program, students are required to maintain a 3.00 GPA (see Institutional Catalog.) No grade lower than a B- will be administered for course work. Incompletes are not given except for extenuating circumstances, which require the submission and approval of the Extension/Incomplete Grade Request Form.

GRADE POINT SYSTEM

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade Points per Credit</th>
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<tr>
<td>A</td>
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<tr>
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<td>2.70</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 2.70</td>
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</tbody>
</table>

CLASS ATTENDANCE

Because a large portion of the learning in the program takes place in the classroom, attendance at all class meetings is mandatory, unless the instructor has been notified prior to the absence and has approved the absence. When a student misses a class, for whatever reason, he or she must consult with the instructor about making up the class. It is then up to the instructor to decide the requirements for addressing missed classes. A course must be retaken if the student has more than two absences for weeknight courses, more than one absence for Saturday courses or inactivity for two weeks in an online course.

Weeknight classes meet from 6:00-10:00pm in Manhattan and Saturday classes meet from 9:00am-5:00pm in Nyack. Students are expected to attend for the full class period. Tardiness or early departure has a negative learning impact on all students, especially because of the group exercises, oral presentations and group discussions; therefore, tardiness or early departure will be taken into account in the grade for any course. Online eCourses begin each week on Tuesdays at 12:01am and the week concludes on Monday at 11:59pm unless stated otherwise within the eCourse site.

The program administration recognizes that emergencies do happen; however, lateness for, or early departure from half the classes in any course will be considered the equivalent of one full absence.
PROFESSOR EVALUATIONS

During the fourth week of class, professor evaluations will be sent by e-mail with an online link to the site where the evaluations are to be completed. The evaluations are left open for two (2) weeks. In order to continue improving the quality of the MBA program, it is important that feedback is given for each course.

RESIDENCY REQUIREMENT

All students who are enrolled in a Nyack College program within the state of New York are required by the New York State Education Department to complete a minimum of one complete course at the Nyack Campus. The MBA course designated to meet the residency requirement is the Business Research Methods course. Transportation to the site is the responsibility of the student.

CONCENTRATIONS

The offering of concentrations is dependent upon a sufficient number of students to merit offering a concentration. It is at the discretion of the MBA Director to determine if a concentration will be offered, and if it will be offered at both locations, or only offered at one location. During the EP Seminar Series I, each student will choose both a first and second choice of concentration.

To qualify for the Accounting Concentration, you must already have a total of 24 accounting credits, as the New York State requirement for CPA licensure requires a total of 33 credits in accounting. The remaining 9 credits will be attained through the Accounting Concentration courses for a total of 33 credits.

ENTREPRENEURIAL SEMINAR SERIES

All Entrepreneurial Seminar Series are held at the Manhattan Campus. Transportation to the site is the responsibility of the student.

Each seminar is a pre-requisite to the next. If a seminar is not completed a grade of F will be submitted and the seminar must be retaken when offered again.

GRADUATION

To participate in the spring hooding ceremony and the May commencement exercises, all MBA requirements must be fully completed prior to April 1 of the year the student is to graduate.
CERTIFICATION

Once all program requirements have been fulfilled, the student will be certified and a degree awarded. Certification for the completion of the program is offered three times a year: May/September/December.

COMMUNICATION

The primary source of communication from the MBA Office will be via e-mail. If your e-mail address changes, please inform the MBA Office immediately. It is the responsibility of the student to check e-mails on a regular basis in order to stay current with communications related to the program. Failure to check e-mails regularly will not be considered a valid excuse for missing communications.
VI. SUPPORT SERVICES

NYACK COLLEGE WEBSITE (http://www.nyackcollege.edu)

The Nyack College Website is the central location for all program resources and links. The MBA website is: http://www.nyackcollege.edu/mba

You will find links to:
- Graduate Registrar
- Graduate Financial Services
- Academic Links
- CampusVue Student Portal
- Institutional Catalog
- Academic Calendar
- Student Handbook
- Barnes and Noble Online Bookstore
- eCollege Website
- Library
- Writing Centers (Manhattan and Nyack)
- IT Blog (http://www.nyackcollege.edu/blog/ITBlog)
- Course Schedules
- Entrepreneurial Capstone Project Information/Forms/Templates

LOGIN/PASSWORD INFORMATION

- Onsite Computer Use - Login/Password will be generated by the IT Department once you are enrolled. Username: last name + first initial + # if needed (ex. Albert Simpson = simpsona or simpsona2); Password: last 4 digits of your Social Security # (entered once). The Password can be changed.
- MyNyack (http://my.nyack.edu) – This is the off-site access to e-mail, netstorage files, eCollege and the Student Portal. Login/Password will be generated by the IT Department once you are enrolled. Username: last name + first initial + # if needed (ex. Albert Simpson = simpsona or simpsona2); Password: last 4 digits of your Social Security # (entered once). If you have any problems logging in, contact the IT Department. The password can be changed.
- CampusVue Student Portal (https://portal.nyack.edu/secure/Student/loginstu.aspx?ReturnUrl=%2fsecure%2fstudent%2fstudent.aspx) – This is the official site where grades are posted. Username: Nyack e-mail address (ex. Albert Simpson = simpsona@nyack.edu); Password: last 4 digits of your Social Security # (entered twice). NOTE: Password is set for this site and cannot be changed. If you have any problems on this site, contact the Registrar.
- Barnes and Noble (www.nyack.edu/books) – Once on this site, you will choose Nyack’s Barnes and Noble Store, choose Textbooks, select Term/Department (BUS)/Course/Section (NA=Manhattan and RA=Nyack), add Course and view Textbook List.
➢ eCollege Website (http://www.nyackonline.org) – Username: Full Student ID # (including zeros if needed); Password: last 4 digits of your Social Security # (entered twice). If you have any problems on this site, contact Giselle Torres (giselle.torres@nyack.edu).

➢ Nyack/ATS College Libraries: (http://www.nyack.edu/library) – To access any library database on this site please use the login/password as assigned by the IT Department to login to any computer on campus. Username: last name + first initial + # if needed (ex. Albert Simpson = simpsona or simpsona2); Password: last 4 digits of your Social Security # (entered once). This password can be changed. If you have any problems logging in, contact the IT Department. Until you close your browser, you will not be prompted for a username and password for any of the other library databases. In order to check out books from the libraries, please take your college ID to ATS, Bailey or Wilson Library to receive a patron barcode. To access your library account online (to renew books, check what books are checked out or fines owed) use the student ID number on the front of the student ID and the Registrar’s Pin Number as the password (used to register or check grades online). If you do not have a Student ID, contact the Graduate Financial Services. If you do not know the Registrar’s Pin Number, contact the Registrar’s Office.

STUDENT ID’S

College ID pictures are taken at Orientation and the ID will be distributed in the first or second class of your first course. If you are not present at Orientation, you will need to download a picture and e-mail it to Loida Yela at loida.yela@nyack.edu. Once the ID is generated, it will be sent to your home address. ID’s are required for both the Nyack and Manhattan campuses. Replacement of lost or stolen ID is $25.00.
VII. LIBRARY

NYACK COLLEGE/ATS LIBRARIES

Nyack College offers access to three libraries. Bailey Library and ATS Library are located in Nyack, NY and Wilson Library is located at the Manhattan Campus. These three libraries provide access to a joint collection of approximately 159,000 volumes, nearly 70,000 full-text e-books, over 400 current journal subscriptions, over 40,000 full-text print or online journal titles, and 80 public computers and laptops offering access to the joint Nyack College/ATS Libraries online catalog and approximately 100 online subscription library databases.

Students are required to present their Nyack College identification cards when checking out material. If students need a book that has already been checked out, or is located at one of the other Nyack/ATS Libraries, they may place a hold on it and have it transferred to the desired location. Students will be notified when the book is available and it will be held for them at the Circulation Desk.

Library Hours:

Bailey Library hours are:
- Monday - Thursday, 8:00 a.m.-12:00 a.m.
- Friday, 8:00 a.m. – 4:30 p.m.
- Saturday, 10:30 a.m. - 9:00 p.m.
- Sunday, 1:00 p.m. - 10:00 p.m.

Please call the Library for summer hours and exceptions for holidays and breaks before coming to campus (845) 358-4580.

ATS Library hours are:
- Monday – Thursday, 8:30 a.m. - 10:00 p.m.
- Friday, 8:30 a.m. - 9:00 p.m.
- Saturday, 10:00 a.m. - 6:00 p.m.

Please call the Library for summer hours and exceptions for holidays and breaks before coming to campus (845) 770-7570.

Wilson Library hours are:
- Monday – Thursday, 10:00 a.m. - 10:00 p.m.
- Friday, 12:00 p.m. - 7:00 p.m.
- Saturday, 12:00 p.m. - 5:00 p.m.

Please call the Library for summer hours and exceptions for holidays and breaks before coming to campus (646) 378-7711.
<table>
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<tr>
<th>Nyack College Nyack Campus Contact Information:</th>
<th>Nyack College Manhattan Campus Contact Information</th>
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</table>
| **Bailey Library**  
1 South Boulevard  
Nyack, New York 10960 | **Wilson Library**  
361 Broadway 3rd Floor  
New York, NY 10013 |
| **Linda Poston**  
Dean of Library Services  
(845) 678-4400, extension 4434  
E-Mail: linda.poston@nyack.edu | **Catherine Langholff**  
(646) 378-6000, extension 7707  
E-Mail: catherine.langholff@nyack.edu |
| **Mick Williams**  
Assistant Director  
(845) 675-4400, extension 4435  
E-Mail: mick.williams@nyack.edu | **Rick Mako**  
(646) 378-6000, extension 7711  
E-Mail: rick.mako@nyack.edu |
| **Sunya Notley**  
Director  
(845) 675-4400, extension 4436  
E-Mail: sunya.notley@nyack.edu | **Nyack College ATS Campus Contact Information:** |
| **Christy Choi**  
Technical Services Librarian  
(845) 675-4400, extension 4437  
E-Mail: christy.choi@nyack.edu | **Cheryl Felmlee**  
Director  
(845) 770-5700, extension 4436  
E-Mail: cheryl.felmlee@nyack.edu |
| **Ryan Denerley**  
Public Services Supervisor  
845-770-5700, extension 5765  
E-Mail: ryan.denerley@nyack.edu |

**Holdings**

1. **General Circulation Books**  
   A student may take out general circulation books with the privilege of two renewals, unless another student has reserved them. The loan period is three weeks.

2. **Reserve Books**  
   Books placed on reserve by instructors are kept at the circulation desk. These books may be requested by author and title. Reserve books are loaned for two hours. Books taken for these periods are due in the library at the time stated by the desk attendant. Each student is responsible to know when his or her books are due. A student may check out a maximum of three reserve books.

3. **Reference Books**  
   Reference books are made available for use in the library only.

4. **Periodicals**  
   Periodicals are not circulated and must be used in the library.

5. **Videos/AV**
A collection of educational videos and A/V materials are housed in the libraries.

6. **Microform**
   Microfilm and microfiche reader-printers are available at Bailey and ATS Libraries. Ask at the circulation desk for assistance in using the machines.

7. **Listening Equipment**
   Cassette/CD players and other A/V equipment are available for both recreational listening and for assignments. The MacMillan Music Library houses additional musical recordings in a variety of formats.

**Services**

1. **Photocopy Service**
   A copying machine is available for student use at a charge of 15 cents per copy.

2. **Interlibrary Loan**
   Bailey, Wilson and ATS libraries will borrow books for students from other libraries through the interlibrary loan system. Students must be able to pick-up and return the books at one of the three libraries. Photocopies of articles requested through Interlibrary Loan will be sent to the student at no charge. Request forms for Interlibrary Loan are available online on the library websites and should be filled out completely for each book or article needed (www.nyack.edu/library).

3. **On-Line Catalog**
   Access to the online catalog is available from any computer with internet access at the following URL: www.nyack.edu/library

4. **Databases**
   A host of citation/abstract and full-text journal databases and streaming video and audio databases are available on our library webpage. Students can access all the library databases off-campus as well, using the same user name and password used to log on to public computers on campus.
Overdue and Replacement Fees:

1. Overdue Material
   The following fines are charged for overdue materials:
   General Circulation books: $.25 cents per day
   Reserve items--$2.00 per hour or portion thereof
   CD’s and Videos--$0.25 per day

2. Lost Books
   When a student has lost a book, the following charges will be made: Current replacement price (as listed in Books in Print or out of print source) or, $50.00 if not able to replace. If the book is found and returned, it will be considered an overdue book. Cost of the book will be refunded and the student will owe the maximum overdue fine.
INSTRUCTIONS FOR USING eCOLLEGE

Logging in:  www.nyackonline.org
On the home page (www.nyackonline.org) type your username in the box under username and your password in the box under “Password.” Both the username and password must be typed exactly as they were given to you (ie- capitalization and no spaces).

* If your email address changes at any point during the program, please update through “My Profile” after logging in. Your e-mail change also needs to be reported to the Registrar’s Office by e-mailing Joseph Lee at joseph.lee@nyack.edu and to the MBA Office by e-mailing Michele Ortiz at michele.ortiz@nyack.edu

The MBA program only utilizes the Academics Tab:

Course Information:
To access the information that is specific to a particular course, view the list of courses. This will open the “eCompanion” site for an onsite course or the “eCourse” site for a full online course. An eCompanion is an online supplement to an onsite course. It contains the syllabus information, assignments, reading material, etc. for the course. It is the student’s responsibility to check the eCompanion/eCourse sites prior to the start of each course, as there may be pre-coursework that is to be completed for the first class.

Within the course you will have access to:
- Course Syllabus
- Professor Information
- MBA Program Information
- Grade Book
- E-mail for classmates and professor
- Doc Sharing
- Dropbox for Assignments
- Webliography

Other information under the Academics tab:
- Student Orientation Tutorial (under Course List Box)
- MBA Link to the Nyack College Website (Under Graduate Programs Box)
- Help Desk (Under Technical Support Box)

If you have any questions in regards to using the site:
Contact Giselle Torres by email at Giselle.Torres@nyack.edu or see the Technical Help Tab on your course room page.