The School of Business and Leadership is committed to developing thought leaders with an entrepreneurial spirit through an interdisciplinary curriculum that is grounded in five core values: Social Relevance, Academic Excellence, Global Engagement, Intentional Diversity, and Personal Transformation.

Through our undergraduate and graduate programs, SBL seeks to foster learning environments that prepare students for a career of service and leadership that enables them to positively transform organizations, individuals and society.

Our pedagogical approach focuses on an action-based learning model that integrates theory, research and application to real world issues.

Our academically rigorous curriculum is taught by highly qualified faculty who bring a mixture of scholarship, and applied experience in business, faith-based and non-profit organizations.

The School of Business and Leadership consists of four academic programs; A.S./B.S. in Business Administration or Accounting, Organizational Management (OM - adult degree program) (see undergraduate catalog), Master in Business Administration (M.B.A.), and Master of Science in Organizational Leadership (MSOL).

BUSINESS ADMINISTRATION - M.B.A.

Primary Faculty: Dr. Jesse Stevens (MBA Director), Dr. David Ahn, Dr. Ralph Grant, Dr. John Laski, Prof. James Muckell.

Mission Statement
The MBA 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 prepare students for careers of service and leadership that enables them to utilize their knowledge of business to positively lead and transform organizations and communities.

MBA Program Structure
The Master of Business Administration is a graduate studies program that is offered in two locations: Nyack, NY and New York City, NY. The 18-month program is comprised of 12 courses, 3 research seminars, and an Entrepreneurial (EP). To maximize students learning and the quality of the student faculty exchange, students are divided into small cohort groups and remain together throughout the MBA program. Students enrolled in NYC take classes on two 4-hour weekday evenings. Students enrolled at the Nyack campus take classes on Saturdays for an 8-hour period. Students enrolled in the NYC cohorts must meet a New York state residency requirement by enrolling in the 3-credit “Business Research Methods” class on the Nyack campus on Saturdays.

Entrepreneurial Project (EP)

The Entrepreneurial Project is a major independent action research study that is required for completion of the degree. This research project is designed to provide students with an opportunity to identify and analyze a business need within an organization, that if addressed could lead to positive organizational change. The academic advisor for the EP will be assigned by the MBA Director. This individual is the student’s primary contact and advisor throughout the entire thesis process.

The Entrepreneurial Project is considered an essential component of the MBA program that helps the student:

- Integrate and apply theoretical knowledge and skills acquired through the course work.
- Integrate business theory and practice.
- Develop skills in recognizing, stating and solving problems objectively and systematically.
- Enhance the ability to read and evaluate research articles from scholarly journals.
- Understand the value of database change management strategies.
- Refine oral and written presentation techniques.
- Enhance critical thinking skills.

Finally, the EP is intended to create a positive change in the organization for which it is designed.

The format and details for the EP requirements are distributed by the MBA Director.

Admission Requirements

The admission process is designed to identify applicants who have the ability, interest, and qualities necessary to complete the program, and the potential to contribute to the fields of business, management and leadership. In addition to the Required Admissions Materials, applicants
for the MBA degree program must provide the following to be eligible for admission:

1. **Resume**: Each applicant is required to submit a current resume detailing academic and professional achievements.

2. **GMAT score**: You must have an acceptable score on the Graduate Management Admission Test (GMAT) taken within the last five years. Please have your official GMAT score sent to Nyack College Graduate Admissions Office. For further information about the GMAT and how to prepare for the test visit: www.mba.com/mba/thegmat.

**Program Requirements for Graduation**

1. A total of 42 credits with a minimum GPA of 3.0
2. Successful completion of a written EP that meets the requirement of MBA and APA publication guidelines. The final version must be professionally edited to ensure compliance with APA guidelines, and submitted to and approved by the MBA lead professor.
3. Successful completion of a scheduled oral EP defense with a grade of B or above.
4. Completion of ETS MFAT examination.
5. All tuition and fees paid in full.

All of the above requirements must be completed six weeks prior to the graduation date.

Students who do not meet the requirements for graduation after being enrolled in the 18-month MBA program have up to one (1) additional year to complete any unfinished course work or EP requirements. Students working on their EP must register for BUS 798 (EP Continuation) for the duration of time needed. If all academic requirements are not completed following the 1-year extension, students wishing to continue must apply for re-admission, re-take all classes and pay the full tuition costs for the entire program. (Unless a leave of absence has been approved)

BUS 601 – Business Ethics, Management, and Cultural Integration ..............3
BUS 602 – Managerial Accounting ...............................................................3
BUS 603 – Managerial Economics ...............................................................3
BUS 604 – Business Research Methods ......................................................3
BUS 605 – Operations Management ............................................................3
BUS 606 – Strategic Global Marketing Management ....................................3
BUS 607 – Financial Management .................................................................3
BUS 609 – Entrepreneurship...........................................................................3
Specializations:

Marketing
BUS 661 – Consumer & Organizational Buyer Behavior ......................... 3
BUS 662 – Market Research ................................................................. 3
BUS 663 – Advertising & Promotion ....................................................... 3
BUS 664 – Channel Management ............................................................ 3

Human Resource Management
BUS 671 – International Finance ............................................................ 3
BUS 672 – Mergers & Acquisitions ......................................................... 3
BUS 673 – Investments & Portfolio Management ..................................... 3
BUS 674 – Financial Engineering ............................................................ 3

General Management
BUS 620 – Human Resources Strategy & Organizational Structure ............ 3
BUS 630 – Managerial Accounting .......................................................... 3
BUS 660 – Strategic Market Management ................................................. 3
BUS 680 – Case Studies in Managerial Economics ..................................... 3

Accounting
BUS 710 – Account Information Systems: Control & Audit ....................... 3
BUS 720 – Advanced Issues In Taxation ............................................... 3
BUS 730 – Advanced Accounting II & Research ...................................... 3
BUS 740 – Contemporary Problems / Public Accountancy Practice ............. 3
BUS 771 – EP Seminar I ......................................................................... 1
BUS 772 – EP Seminar II ....................................................................... 1
BUS 773 – EP Seminar III ..................................................................... 1
BUS 799 – EP Completion ..................................................................... 3

Course Descriptions

Foundations

BUS 601 Business Ethics, Management, and Cultural Integration (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.

BUS 602 Managerial Accounting (3)
Students engage the use of financial/accounting information as a source for managerial decision-making, planning and evaluating performance. Topics include profit planning, cost analysis, activity-based costing and management, expense and capital budgeting, contribution and value chain analysis, and product costing. Concepts are applied to case studies both individually and in groups.

**BUS 603 Managerial Economics (3)**  
The 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.

**BUS 604 Business Research Methods (3)** *(offered at Nyack campus only)*  
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.

**BUS 771 EP Seminar I (1)**  
In this course, students are taught research proposal writing and are required to turn in a thesis proposal that includes a draft of Chapter I (Introduction), Chapter III (Methodology). *(Additional class time will be required)*

**Operations**

**BUS 605 Operations Management (3)**  
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.

**BUS 606 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.

**BUS 607 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.

**BUS 609 Entrepreneurship (3)**
This course will examine the nature of entrepreneurship, the factors for success in venture creation and growth, and the pitfalls that increase the likelihood of failure. This course provides the opportunity to apply the business knowledge and skills acquired in previous courses in an integrative fashion while emphasizing the development of values-centered leadership skills. Students learn to integrate knowledge from all functional areas of business and to apply those skills to complex business problems arising out of changing technology, competitive market conditions, social changes, and governmental actions.

**BUS 772 EP Seminar II (1)**
In this segment of EP Seminar, the focus is on researching and writing critical literature reviews and the format for writing research findings. Students are required to turn in Chapter II (Literature Review) and Chapter IV (Results) of their research project. *(Additional class time will be required)*

**Specializations**
*(Choose a specialization; you will take four (4) courses under that specialization, some courses will be given online)*

**Marketing**

**BUS 661 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.

**BUS 662 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.

**BUS 663 Advertising and Promotion (3)**
This course examines the management of advertising and sales promotions.Through class discussions students will understand the role of the communication process in marketing efforts. Topics to be covered will include measurement and research, objectives, targets, budgets, and media.

**BUS 664 Channel Management (3)**
The objective of this course is to review the alternative channels use to market products and services. Discussion topics include direct and indirect sales, direct mail, direct response, telemarketing, e-commerce, and other channel conflicts.

**Management**

**BUS 620 Human Resources Strategy & Organizational Structure (3)**
This course briefly reviews prior learning in Human Resources Management (e.g. best practices and research on motivation, recruitment & learning, compensation & benefits, job analysis & evaluation, etc.) and expounds/explores how these theories and practices can be tied to meeting competitive challenges of the organization. Discussion includes, among others, the application of the HRM theories on global, quality, social and technological challenges facing very dynamic U.S. businesses today.

**BUS 630 Managerial Accounting (3)**
This course focuses on the use of financial/accounting information as a source for managerial decision-making, planning and evaluating performance. Topics include profit planning, cost analysis, activity-based costing and management, expense and capital budgeting, contribution and value chain analysis, product costing, etc. Concepts will be applied to case studies to be done both individually and in groups.

**BUS 660 Strategic Market Management (3)**
This course briefly reviews prior learning in marketing such as marketing basics (e.g., marketing mix), segmentation, market research, channel management, advertising, pricing, competitive analysis and positioning, consumer and industrial buyer behavior with a focus on creating market strategy, brand identity and positioning for the firm. It extends that learning through discussion on current & evolving strategic marketing processes and decision tools. Cases are used extensively so that students use their knowledge to develop comprehensive marketing strategies that include, among other things, an assessment of the environment, sales forecasts, advertising strategy, target marketing and a budget.
BUS 680 Case Studies in Managerial Economics (3)
This course is a practical application of microeconomic theory as it applies
to decision making in the firm. Students will apply concepts to intensive
case studies which can include elements of risk, uncertainty and forecasting.

Finance
BUS 671 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.

BUS 672 Mergers and 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.

BUS 673 Investments and Portfolio Management (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.

BUS 674 Financial Engineering (3)
The purpose of this course is to enable students to develop skills in the
creation of financial instruments. The major emphasis of this course is
market structure, price determination, risk/return characteristics of options
contracts, forward and future contracts, and swaps.

Accounting
BUS 710 Accounting Information Systems: Control & Audit (3)
This course provides students with a thorough understanding of the design
of information systems that support the accounting function of a firm.
Topics to be covered include auditing techniques, computer control and
audit, survey of computer software, and test data.

BUS 720 Advanced Issues in Taxation (3)
This course focuses on federal laws regarding individual taxation. The topics
covered include entities such as C Corporations, S corporations,
Partnerships, LLC’s/LLP’s, estates, and trusts. The course is taught by using
research cases that require students to suggest strategies and compute
alternative liabilities.
BUS 730 Advanced Accounting II & Research (3)
This course is designed as a continuation of advanced accounting. Students will understand special accounting procedures and problems with respect to entities such as partnerships, estates, trusts, governmental units, and receiverships. Other topics of study include the interrelationships between SEC requirements and those of the FASB and GASB. Students are assigned cases that require researching FASB pronouncements and securities law in order to arrive at an opinion regarding the facts.

BUS 740 Contemporary Problems in Public Accountancy Practice (3)
This course focuses on problem solving as well as AICA practice changes and announcements. Topics include partnership liquidation, corporate fiduciary, individual tax worksheets, and process and job costs.

BUS 773 EP Seminar III (1)
The third segment of CAP Seminar is the final submission of Chapters I-V of the master thesis. The chapters must be turned in prior to CAP Seminar III. In this class, the students receive feedback on the chapters. The feedback determines the content and extent of revisions required for successful completion. Each student is required to prepare a power point presentation of their CAP and participation in a mock defense. Once the revisions are completed, students prepare for oral defense. *(Additional class time will be required)*

BUS 798 EP Continuation (0)
Students are required to enroll in CAP continuation if they have not completed the corporate action project by the time of BUS 000 (CAP Seminar III). Students are allowed 2 consecutive semester enrollments in BUS 798. Students enrolled in this class pay a CAP continuation fee equal to 1 credit hour of tuition.

BUS 799 EP Completion (3)
Students receive a grade for CAP completion once they have successfully completed the CAP and passed the oral defense.

*Faculty*
*(Year indicates appointment to faculty)*

David S. Ahn, Head, Department of Computer Science; Professor of Computer Science. B.E., SUNY Stony Brook; M.S., Columbia University; Ph.D., CUNY. Executive level IT industry experience in banking and finance; financial and technical advisor of venture capital firms; research
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interests in e-Commerce, webservices, strategic IT planning and management, wireless networking, and network security; published numerous papers in Networking and Webservices; member of Eta Kappa Nu, ACM/IEEE, and KOCSEA. 1997.

Ralph T. Grant, Head, Department of Business, Economics and Accounting, NYC Campus; Professor of Business. B.S., B.A., Shaw University; M.B.A., MSc. Chadwick University; Ph.D., The Union Institute. Councilman/Executive Director of Newark Human Rights Commission and other public services organizations; President, City Council, Newark, NJ; active in civil rights movement; Board of Trustees, Shaw University. 2001.

John Laski, Associate Professor of Finance. B.S., Nyack College; M.B.A., St. Thomas Aquinas College; D.B.A. Finance and International Business, Nova Southeastern University. Extensive sales, investment management and operations experience in the financial services and heavy equipment industries; series 7 and 24 certified; operations management engineering and consulting; Certified Manufacturing Engineer; US military experience. Published and Who’s Who listings. 2002.

James G. Muckell, Associate Professor of Accounting. B.S. Accounting, Fordham University; M.B.A. Management, Pace University. C.P.A.; owns and operates C.P.A. firm. 1996.

Jesse Stevens, Assistant Professor of Finance and Economics. B.S., Theology/Christian Ministry, Eastern Mennonite; M.S.W. Social Administration, Columbia University; M.B.A. Finance, Pace University; D.B.A. Management and International Business, University of Sarasota. Vice President of Investments and other in financial services industry; series 7 and 24 certified. 2004.

Anita Underwood, Dean of the School of Business and Leadership; Associate Professor. B.A., Spelman College; M.A., Fisk University; Ph.D., University of Michigan. 2004.