The School of Business offers two graduate degrees: a master of business administration and a master of business administration in professional accountancy. The curricula for both degrees consist of 35 credits of graduate study. Full-time students can complete the degree requirements within a 10-month period by enrolling in five courses in both the spring and fall semesters, and two courses in the first summer session. Students enrolled on a part-time basis have up to six years to complete the degree requirements.

M.B.A. classes begin in late August and continue through the first summer session, which ends in late June. Courses meet Monday through Thursday during the spring and fall semesters. One M.B.A. course meets from 4:00 to 5:15 p.m.; all other courses meet from 6:00 to 9:00 p.m.

Master of Business Administration

Ithaca’s M.B.A. program grounds students in the advanced concepts of business management while giving them hands-on opportunities to practice business leadership. Coursework begins with function-level analysis, creating an understanding of how each management function contributes to the firm as a whole. In addition, students learn to integrate the various functions into firm-level analyses, problem solving, and decision making. Courses routinely blend the formal study of management theory with real-world management practice. Through case studies, class projects, and experience in the school’s trading room and technology lab, students ultimately discover how theoretical knowledge is employed in practical situations.

Applicants seeking admission to the M.B.A. program must have completed, prior to matriculation in the program, one of the following:

- a bachelor’s degree in business or accounting;
- a bachelor’s degree in a non-business field plus successful completion of appropriate pre-M.B.A. workshops;¹
- a bachelor’s degree in a non-business field plus significant undergraduate business coursework (such as a business minor). Transcripts are reviewed on a case-by-case basis, and successful completion of one or more pre-M.B.A. workshop ¹ may be required before admission to the M.B.A. program.

Candidates in the M.B.A. program complete nine required courses. Five are in the functional areas of accounting, finance, management, marketing, and operations management. Two courses address the challenge of managing in a global economy and the integration of functional knowledge into strategic decision making. The remaining two courses analyze the historical development, present characteristics, and future projections for selected industries. Candidates complete the program requirements by taking three elective courses.

Tuition Expenses

Tuition in the M.B.A. program has been set at $625 per credit for the 2006-7 academic year.

Degree Requirements

- Accounting: Financial Reporting and Control (3 credits)
- Corporate Financial Management (3 credits)
• Marketing Management (3 credits)
• Operations Management and Advanced Technology (3 credits)
• Organization and Management (3 credits)
• Strategic Management (3 credits)
• Managing in a Global Economy (3 credits)
• Industry Analysis I (2 credits)
• Industry Analysis II (3 credits)
• Three elective courses (9 credits)

1 Students applying to the M.B.A. program must also have completed the following three courses or their equivalent:

• Business and Professional Communication (SPCM-11500)
• Cultural diversity elective (approved list available in the School of Business dean’s office)
• Applied Ethical Issues in Management (HRM-30200)

Master of Business Administration in Professional Accountancy

Ithaca’s one-year M.B.A. in professional accountancy program is registered with the New York State Board of Public Accountancy (Division of Professional Licensing Services) to enable graduates to meet the educational requirements necessary to take the certified public accounting exam in New York (mandatory as of August 2009). The program also addresses the 150-hour requirements in 43 other states, Washington, D.C., Guam, and Puerto Rico (see individual state requirements for any variations).

Candidates in the M.B.A. in professional accountancy program complete eight required courses along with students in the other M.B.A. program to gain a thorough grounding in advanced concepts of business management and leadership. Four additional courses, including an accounting practicum, provide advanced study in accounting.

Applicants seeking admission to the M.B.A. in professional accountancy program must have completed, prior to matriculation, one of the following:

• a bachelor’s degree in accounting;
• a bachelor’s degree in business with at least 60 credits in liberal arts coursework plus Intermediate Accounting (I and II), Cost Accounting, Tax Accounting, Auditing, Managerial Economics, Quantitative Business Methods, and Commercial Law;
• a bachelor’s degree in a non-business field with at least 60 credits in liberal arts coursework plus Intermediate Accounting (I and II), Cost Accounting, Tax Accounting, Auditing, Managerial Economics, Quantitative Business Methods, and Commercial Law, as well as successful completion of the appropriate pre-M.B.A. workshop modules.2

Degree Requirements

• Taxation for Managers (3 credits)
• Advanced Auditing and Research (3 credits)
• Advanced Financial Reporting (3 credits)
• Accounting Practicum (3 credits)
• Corporate Financial Management (3 credits)
• Marketing Management (3 credits)
Operations Management and Advanced Technology (3 credits)
Organization and Management (3 credits)
Strategic Management (3 credits)
Managing in a Global Economy (3 credits)
Industry Analysis I (2 credits)
Industry Analysis II (3 credits)

2 Students applying to the M.B.A. in professional accountancy program must also have completed the following three courses or their equivalent:

- Business and Professional Communication (SPCM-11500)
- Cultural diversity elective (approved list available in the School of Business dean’s office)
- Applied Ethical Issues in Management (HRM-30200)

General Information -- M.B.A. Programs

Admissions Requirements

Extensive work experience is not required for admission to the M.B.A. programs; however, applicants should have a cumulative undergraduate grade point average of 3.00 or better and a minimum Graduate Management Admission Test (GMAT) score of 500.

All applicants are required to take the GMAT; official GMAT scores must be sent to the Division of Graduate Studies at Ithaca College. Information about the GMAT can be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103; 800-462-8669; www.ets.org.

Applications are considered on an ongoing basis and processed in the order they are received until August 1. After August 1, candidates should contact the M.B.A. program director for instructions on how to submit a late application. Candidates whose completed applications are received by April 15 are given first consideration for scholarships.

M.B.A. Scholarships

All applicants are considered for M.B.A. merit scholarships, and no separate scholarship application is required. In most cases, scholarship awards are determined by May 1 and recipients will be notified by May 15. Candidates whose completed applications are received by April 15 are given first consideration for scholarships.

Provisional Admission

Students who do not meet all of the requirements for matriculation may be admitted provisionally on a case-by-case basis. At the discretion of the admission committee, certain provisionally admitted students may only be allowed to enroll in a maximum of three M.B.A. courses in their first semester and, therefore, will be unable to complete the M.B.A. program in one year.

Extramural Study

A maximum of six credits may be taken in Ithaca’s M.B.A. program on an extramural basis.
Preparatory Undergraduate Coursework

Students with a bachelor’s degree in a non-business field must complete preparatory undergraduate business coursework (equivalent to Ithaca College’s management minor) before matriculation into the M.B.A. program. To assist students in meeting these preparatory course requirements, the School of Business offers pre-M.B.A. workshops. These intensive graduate-level workshops are designed to provide the business terminology and key business concepts necessary for graduate business coursework. Successful completion of all four pre-M.B.A. workshops will fulfill the preparatory undergraduate course requirements for admission to the M.B.A. program. Pre-M.B.A. workshop credits cannot be applied toward the M.B.A. degree requirements.

Ithaca College students currently pursuing a non-business undergraduate degree may obtain the preparatory undergraduate coursework by enrolling in Ithaca College’s management minor. Comparable minors and individual courses are generally available at other institutions. However, upper-level courses (300- and 400-level) taken elsewhere must be taken at an AACSB-accredited four-year institution. To verify the equivalency of courses taken elsewhere, contact the M.B.A. program director.

Ithaca College Management Minor

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>ACCT-22500</td>
<td>Financial Accounting</td>
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<tr>
<td>ACCT-22600</td>
<td>Management Accounting</td>
</tr>
<tr>
<td>FINA-31100</td>
<td>Business Finance</td>
</tr>
<tr>
<td>HRM-20600</td>
<td>Organizational Behavior and Management</td>
</tr>
<tr>
<td>LGST-20300</td>
<td>Legal Environment of Business</td>
</tr>
<tr>
<td>MGMT-26000</td>
<td>Business Systems and Technology</td>
</tr>
<tr>
<td>MKTG-31200</td>
<td>Principles of Marketing</td>
</tr>
<tr>
<td>PROD-34500</td>
<td>Operations Management</td>
</tr>
</tbody>
</table>

Prerequisite Courses – 17 credits

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>COMP-11000</td>
<td>Computers and Information Technologies</td>
</tr>
<tr>
<td>ECON-12100</td>
<td>Macroeconomics</td>
</tr>
<tr>
<td>ECON-12200</td>
<td>Microeconomics</td>
</tr>
<tr>
<td>MATH-10800</td>
<td>Calculus for Decision Making (or MATH-11100 Calculus I or MATH-10700 Fundamentals of Applied Calculus) (4 credits)</td>
</tr>
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Academic Advising

The M.B.A. program director serves as the primary academic adviser for all students enrolled in the program.

Pass/Fail Options

All M.B.A. courses must be taken for letter grades, with the exception of elective internships, which candidates may elect to take on a pass/fail basis.

3 Students applying to the M.B.A. programs must also have completed the following three courses or their equivalent:

• Business and Professional Communication (SPCM-11500)
• Cultural diversity elective (approved list available in the School of Business dean’s office)
Applied Ethical Issues in Management (HRM-30200)

Business Course Descriptions

Required Courses

BGRD-60100 Accounting: Financial Reporting and Control

Preparation for accountants and managers who must communicate complex financial transactions, events, and status. Integrates perspectives of accounting, corporate finance, and economics. Students examine the process of financial reporting and the incentives that drive firms’ reporting choices, as well as analyze financial statements and footnotes, to understand not only how the numbers are produced and what they mean, but also how to recognize when numbers fail to reflect the underlying economics and how to adjust them so the distortion is removed. Required. 3 credits.

BGRD-60200 Advanced Auditing and Research

Case and research-oriented study of topics in auditing. Through a series of cases and related research, students will engage in the practice of auditing using real-world situations as the foundation for technical and theoretical discussions of issues facing the modern auditor. Cases will be chosen to reflect current and emerging topics in the practice of public accounting, financial auditing, fraud investigation, and forensic accounting. Auditing communications tools will also be emphasized. Prerequisite: ACCT-40600. Required for M.B.A. in professional accountancy. 3 credits.

BGRD-60300 Taxation for Managers

Study of income tax provisions relating to individuals, corporations, partnerships, exempt entities, gifts, and estates, including sophisticated tax provisions such as corporate liquidations, international transactions, and tax planning for managers. Students will solve complex tax problems through the use of a tax service and obtain practical experience in locating applicable code sections, regulations, IRS rulings, and court decisions. Prerequisite: ACCT-22500. Required for M.B.A. in professional accountancy. 3 credits.

BGRD-60400 Advanced Financial Reporting

Detailed study of special topics in financial reporting, including business combinations, partnerships, branches, foreign currency transactions, and government and not-for-profit accounting. Other topics will vary to reflect recent professional pronouncements and emerging financial reporting issues. Prerequisites: BGRD-60100 or BGRD-34600. Required for M.B.A. in professional accountancy. 3 credits.

BGRD-60500 Accounting Practicum

Supervised work experience in tax return preparation or audit/tax work in the Ithaca or surrounding communities. To volunteer to prepare tax returns, students must successfully pass the IRS VITA volunteer tax preparer exam; students will become part of the staff at various tax preparation sites around the community, meet with clients, file returns electronically, and interact with VITA supervisors who review their work. For audit/tax experiences in CPA firms, students will become audit/tax team members under the direct supervision of a firm manager or partner. Professional skills are emphasized. Prerequisite: BGRD-60300. Required for M.B.A. in professional accountancy. 3 credits.

BGRD-61000 Managing in a Global Economy
Examination from a global strategic perspective of the management of companies with operations in multiple countries. Lectures, discussions, and analyses of cases are used to study the characteristics of global vs. non-global industries, sources of competitive advantage for companies and countries, advantages and disadvantages of “multi-domestic” versus global strategies, links between strategy and structure in international operations, mode of entry decisions, and the firm as a network of subsidiaries and strategic options. Required. 3 credits.

BGRD-62000 Strategic Management

Development of skills for thinking strategically about an organization from a general-management perspective. Examines how organizations can gain and sustain competitive advantage in a global environment and how business and corporate strategies can be implemented and executed successfully. Integration of functional areas of business through the case method is an integral component of the course. Prerequisites: At least four required courses (with the BRGD-6XXXX designation) in the M.B.A. or M.B.A. in professional accountancy program. Required. 3 credits. (S)

BGRD-63000 Industry Analysis I

Analysis and forecast for a selected industry, employing concepts of industrial analysis and competitive strategy. Aspects of the selected industry are introduced through readings, lectures, and class discussions. The role of industry economics, organization, and history are studied to lay the intellectual groundwork for Industry Analysis II, in which a formal industry analysis will be written. Required. 2 credits.

BGRD-63100 Industry Analysis II

Analysis and forecast for a selected industry, employing concepts of industrial analysis and competitive strategy. The evolution of the competitive environment and the development of competitive strategies and future trends are studied through readings, lectures, cases, and class discussions. Culminates in a formal industry analysis and presentation addressing the historic and strategic trends in the industry. Prerequisite: BGRD-63000 Industry Analysis I. Required. 3 credits.

BGRD-63200 Corporate Financial Management

Valuation techniques and capital budgeting, risk analysis and capital market theories, capital structure policies, advantages and limits of leverage, nature and scope of long-term financing, financial planning and short-term financing techniques, mergers and acquisitions, financial distress, and international corporate finance. Lectures and analyses of cases are employed to discuss theories and test their applications. Required. 3 credits.

BGRD-64000 Marketing Management

Fundamental marketing topics, including marketing research, product design, distribution, pricing, and promotion of goods and services. Ethical considerations and issues in multinational marketing are emphasized. The marketing environment is also covered as it affects decision making. The course combines theory with applications through required readings, analyses of cases, and research projects. Required. 3 credits.

BGRD-65000 Organization and Management

The development and use of human resources and examination of how managing relationships becomes more important than performing tasks as managers gain increasing responsibility for leadership. Examines leadership, interpersonal effectiveness, organizational structure, processes, teams, networking, and behaviors involved in the operation of the business enterprise and the management of change. Required. 3 credits.
BGRD-66000 Operations Management and Advanced Technology

An integrated view of the operations function in organizations. Covers scheduling models as well as traditional topics such as demand forecasting, material-requirements planning, total quality management, just-in-time systems, inventory management, and project management. Special focus on improving students’ analytical skills through problem solving and case analysis using Excel, SPSS, and STORM. Required. 3 credits.

**Elective Courses**

**BGRD-51500 Marketing Research**

Introduction to the design and application of research methodology and the most common and practical problems associated with marketing research. Emphasis is on survey methods focusing on questionnaire construction, data collection, and analysis. Graduate students are required to complete an extra course requirement. Prerequisite: Graduate standing. Elective. 3 credits.

**BGRD-54400 Employment Law**

A survey of employment law, including employment discrimination, equal pay, workers’ compensation, occupational safety and health, and relevant judicial decisions. Graduate students are required to complete an extra course requirement. Prerequisite: Graduate standing. Elective. 3 credits.

**BGRD-59000 Seminar in International Business**

A capstone course in international business that analyzes a number of cases using knowledge and skills from previous courses in international business or those with global/comparative content. The main objective is to develop a clear understanding of problems and practices of decision making in international business operations. Graduate students are required to complete an extra course requirement. Prerequisite: Graduate standing. Elective. 3 credits.

**BGRD-59700 Selected Topics in Business**

Topics of current interest to faculty and students. Experimental courses are offered under this number and title. May be repeated for credit for different selected topics. Graduate students are required to complete an extra course requirement. Offered on demand only. Prerequisite: Graduate standing. 3 credits.

**BGRD-59900 Independent Study in Business**

Intensive study under the supervision of a faculty adviser. It is designed to allow graduate students to study wholly new subject matter or to greatly expand the subject matter of a regularly scheduled course. Requires a written proposal and approval of the director of the M.B.A. program. Prerequisite: Graduate standing. 3 credits.

**BGRD-64100 Marketing: Electronic Commerce**

The growth of the Internet, its emerging role as a marketing medium, and, in light of marketing-mix variables, its advantages and disadvantages relative to traditional marketing practices. Several industries where the World Wide Web shows the greatest potential for growth are studied in detail: news, entertainment, travel, tourism, and financial services. Students learn how to create web pages, how to design online survey forms, and how to analyze survey responses using statistical software. Most of the information needed for this course is available directly from the Internet. Elective. 3 credits.
BGRD-67000 Commercial Law

Introduction to the concepts, rules, and principles that form the foundation of Uniform Commercial Code law. Students become aware of potentially serious legal situations; learn legal language to discuss such situations; learn how and when to contact an attorney; and learn specific rules and regulations of laws governing negotiable instruments, secured transactions, bulk transfers, bankruptcy, principal agency (employment law), warranties, product liability, contracts, and business formation. Elective. 3 credits.

BGRD-67100 Applied Business Law

Preparation for managers to recognize and understand major legal issues they will confront in business. Aspects of law are introduced through comprehensive reading and discussion. Applied aspects include learning negotiation, mediation, and arbitration techniques; learning how to hire and work with legal counsel; and preventive-law approaches to discrimination, criminal, and corporate issues. Elective. 3 credits.

BGRD-69600 Selected Topics in Graduate Business

Special courses may be offered that include topics of interest to faculty and students. This arrangement permits offerings to be responsive to evolving faculty and student interests. This course may be repeated for different selected topics (for a total of no more than 6 credits of selected topics courses). Elective. 3 credits.