



Widener University
School of Business Administration
2013 Graduate Catalog



Widener University Information

UNIVERSITY POLICY

It is the policy of Widener University not to discriminate on the basis of sex, age, race, national origin or ethnicity, religion, disability, status as a veteran of the Vietnam era or other covered veteran, sexual orientation, gender identity, or marital status in its educational programs, admissions policies, employment practices, financial aid, or other school-administered programs or activities. This policy is enforced under various federal and state laws, including Title VII of the Civil Rights Act of 1964 as amended by the Civil Rights Act of 1991, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. Further, in compliance with state and federal laws, Widener University will provide the following information upon request: (a) copies of documents pertinent to the university's accreditations, approvals, or licensing by external agencies or governmental bodies; (b) reports on crime statistics and information on safety policies and procedures; and (c) information regarding gender equity relative to intercollegiate athletic programs—Contact: Senior Vice President for University Advancement, Widener University, One University Place, Chester, PA 19013, 610-499-4123. Comments or requests for information regarding services and resources for disabled students should be directed to: Director of Disability Services, Widener University, One University Place, Chester, PA 19013, 610-499-1266; or Dean of Students, Delaware Campus of Widener University, P.O. Box 7474, Wilmington, DE 19803, 302-477-2177.

Title IX of the Education Amendments of 1972 prohibits discrimination based on gender in educational programs and activities that receive federal financial assistance. Such programs include recruitment, admissions, financial aid, scholarships, athletics, course offerings and access, hiring and retention, and benefits and leave. Title IX also protects students and employees from unlawful sexual harassment (including sexual violence) in university programs and activities. In compliance with Title IX, the university prohibits discrimination and harassment based on sex in employment, as well as in all programs and activities. The university's Title IX coordinator monitors compliance with Title IX and its accompanying regulations. Individuals with questions or concerns about Title IX or those who wish to file a complaint of non-compliance may contact the university's Title IX coordinator. The U.S. Department of Education's Office for Civil Rights (OCR) is the division of the federal government charged with enforcing compliance with Title IX. Information regarding OCR can be found at: www.ed.gov/about/offices/list/ocr/index.html.

This publication contains information, policies, procedures, regulations, and requirements that were correct at the time of publication. In keeping with the educational mission of the university, the information, policies, procedures, regulations, and requirements contained herein are continually being reviewed, changed, and updated. Consequently, this document cannot be considered binding and must be used solely as an informational guide. Students are responsible for keeping informed of official policies and meeting all relevant requirements.

The university reserves the right and authority at any time to alter any or all of the statements contained herein, to modify the requirements for admission and graduation, to change or discontinue programs of study, to amend any regulation or policy affecting

the student body, to increase tuition and fees, to deny admission, to revoke an offer of admission, and to dismiss from the university any student at any time if it is deemed by the university to be in the best interest of the university, the university community, or the student to do so. The provisions of this publication are subject to change without notice, and nothing in this publication may be considered as setting forth terms of a contract between a student or a prospective student and Widener University.

ACCREDITATIONS & MEMBERSHIPS

Widener University is a member of the Association for Continuing Higher Education and is accredited by the Middle States Commission on Higher Education.

Widener University's graduate programs are additionally accredited by the following: AACSB International—The Association to Advance Collegiate Schools of Business (School of Business Administration), American Association of Sexuality Educators, Counselors, and Therapists (Center for Human Sexuality Studies), American Bar Association (School of Law), American Psychological Association (Doctor of Psychology; Clinical Psychology Internship), Commission on Accreditation for Healthcare Management Education (MBA in Healthcare Management), Commission on Accreditation in Physical Therapy Education (Doctor of Physical Therapy), Commission on Collegiate Nursing Education (School of Nursing), Commission on Continuing Legal Education of the Supreme Court of Delaware (School of Law), Council on Social Work Education (Center for Social Work Education), National Association for Education of Young Children (Child Development Center), National Council for the Accreditation of Teacher Educators (Division of Education), Pennsylvania State Board of Nursing (School of Nursing), Pennsylvania Continuing Legal Education Board of the Supreme Court (School of Law), Pennsylvania Department of Education (Division of Education), Pennsylvania Department of Welfare (Child Development Center), Pennsylvania Private School Board (Division of Education).

Widener University's graduate programs hold membership in the following: Academic Council of the American Physical Therapy Association (Institute for Physical Therapy Education), American Society for Engineering Education (School of Engineering), Association of Engineering Colleges of Pennsylvania (School of Engineering), Association of University Programs in Health Administration (School of Business Administration), Association of American Law Schools (School of Law), Association of Graduate Liberal Studies Program (Master of Arts in Liberal Studies), Greater Philadelphia Engineering Deans Economic Development Council (School of Engineering), Engineering Deans Institute (School of Engineering), Engineering Research Council of the American Association of Engineering Societies (School of Engineering), Engineering Workforce Commission (School of Engineering), National Association of Schools of Public Affairs and Administration (Master of Public Administration), National Association of State Boards of Accountancy (School of Law), National Council for Schools and Programs of Professional Psychology (Institute for Graduate Clinical Psychology), National League for Nursing and the American Association of Colleges of Nursing (School of Nursing).

School of Business Administration

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CONTENTS

University Policy	2
University Accreditations & Memberships	2
School of Business Administration General Information ...	3
Master of Business Administration (MBA)	9
MBA Concentrations	11
Master of Science in Business Process Innovation	14
Master of Science in Forensic Accounting and Analytics ..	16
Master of Science in Taxation and Financial Planning	16
Dual Degree Programs	17
Accelerated Degree Programs	19
Certificate Programs	19
Courses	21
SBA Administration Committee & Faculty	29
SBA Advisory Boards	31

School of Business Administration Information

GRADUATE PROGRAMS

Master of Business Administration (Concentrations in Accounting Information Systems, Business Process Innovation, Enterprise Resource Planning, Finance, Health Care Management, Hospitality Management, Human Resource and Organizational Leadership, Taxation, and Technology Management)

Master of Science in Business Process Innovation (Concentrations in Accounting Information Systems and in Process Leadership and Transformation)

Master of Science in Forensic Accounting and Analytics

Master of Science in Taxation and Financial Planning

Certificate in Accounting Information Systems

Certificate of Advanced Graduate Studies

Certificate of Business Process Innovation

Certificate in Enterprise Resource Planning

Certificate in Financial Planning

Certificate in Health Care Management

Certificate in Human Resource & Organizational Leadership

Certificate in Taxation

Dual Degree Programs (with School of Engineering, School of Human Service Professions, School of Law, and Jefferson Medical College of Thomas Jefferson University)

ACADEMIC ADMINISTRATION

Dean: Savas Özatalay

Associate Dean & Director, SBA Graduate Programs:
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Assistant Dean of Academic Programs: Louisa Anne Vike

Assistant Dean of Relationship Development: Jessica Hoopes

Department Head of Accounting & Information Management:
Joseph M. Hargadon

Department Head of Economics, Finance, & Taxation:
Kenn B. Tacchino

Department Head of Management & Health Care
Administration: E. José Proença

VISION

Widener University School of Business Administration's vision is to be a premier business school in the region recognized for challenging, trend-setting programs for educating future business leaders.

MISSION

At the Widener University School of Business Administration:

- We prepare students for successful careers and leadership positions in business.
- We provide a challenging, educational environment that promotes lifelong professional and personal growth through experiential and service learning.
- Our commitment to ethics and to diversity of thought, experience, and background inspires our students, faculty, and staff to become proactive and socially responsible citizens.

- As teacher-scholars, we value scholarship and generate knowledge that is valuable to our profession and the business community.
- We embrace the interests of our stakeholders and engage them in our programs and activities.

MISSION FOR THE GRADUATE PROGRAM IN BUSINESS ADMINISTRATION

The mission of the graduate program in business administration is to provide competent, responsible professionals with a focused graduate experience in business that enhances their leadership and professional capabilities.

The mission is guided by the following principles:

- To provide a broad general management program as well as specialized programs for the professional practitioner.
- To provide opportunities within each program for our students to personalize their graduate studies to meet their specific career objectives.
- To promote faculty scholarship and intellectual contributions that contribute to the growth of the discipline.
- To offer a classroom experience that deals equally with theoretical concepts and their practical implications.

The School of Business Administration offers graduate and professional programs in selected fields that serve the post-graduate educational needs of Widener's geographic area. As such, the graduate programs serve the greater Delaware Valley primarily. The programs focus on the self-paced graduate student and the special needs of the part-time student, so that Widener's commitment to taking the education of students personally is fulfilled.

GENERAL INFORMATION

ADMISSION

Interested holders of baccalaureate degrees are invited to apply for admission to any of the graduate programs in business by:

- Completing the online application form.
- Submitting two letters of recommendation.
- Sending official transcripts from all previous colleges attended.
- Taking the Graduate Management Admission Test (GMAT) (see Matriculation Status for alternatives).
- Taking the Test of English as a Foreign Language (TOEFL) for all applicants from non-English speaking countries.

Computer literacy is required for all graduate business programs.

All inquiries should be addressed to:

SBA Graduate Programs Office

Widener University

One University Place

Chester, PA 19013

Phone: 610-499-4305; Fax: 610-499-4615

Submit applications online at www.widener.edu/admissions/graduate. Applications are processed by Enrollment Management Services, and admission decisions are made by the School of Business Administration after all application documents are received.

Information pertaining to the GMAT may be obtained from Widener's SBA Graduate Programs Office or online from the Graduate Management Admission Council at www.gmat.org.

INTERNATIONAL STUDENTS

International students should consult the International Student Services web page at www.widener.edu for international graduate student guidelines or contact the Office of International Student Services at Widener University, One University Place, Chester, PA 19013; phone: 610-499-4499.

COMPUTER-BASED SKILL REQUIREMENTS

It is expected that all students entering graduate business programs will be able to perform the following computer-based tasks:

- Send and receive e-mail
- Use an internet search engine
- Use an Excel program, including using formulas and creating charts and graphs
- Use a word-processing program
- Prepare a presentation using Microsoft PowerPoint

The ability to perform these computer-based tasks is essential to successful completion of a graduate business degree. Suggestions on how to gain competency in these tasks can be found in the SBA Graduate Programs Office.

MATRICULATION STATUS

Admission to any graduate business program may be granted following an evaluation of the application file. Factors affecting the decision include but are not limited to previous academic performance, test scores, recommendations, and work history.

The following test results must be submitted as part of the application process:

- For MBA—GMAT or GRE, which may be waived for five years of relevant work experience.
- For MBA in Health Care Management—GMAT, GRE, or MCAT, which may be waived for five years of relevant work experience.
- For MS in Business Process Innovation—GMAT or GRE, which may be waived for five years of relevant work experience. The concentration in accounting information systems also accepts CMA, CPA, CIA, CFA, CFP, CFM, or CISA. The GMAT requirement for the MSBPI program is waived for students who complete the certificate in business process innovation, the certificate in enterprise resource planning, the certificate in process leadership and transformation, or the certificate in accounting information systems and have earned at least a 3.3 cumulative grade point average.
- For MS in Forensic Accounting and Analytics—GMAT or GRE, which may be waived for five years of relevant work experience. GMAT or GRE are waived for candidates with an earned designation of CMA, CPA, CIA, CFA, CFP, CFM, or CISA. The GMAT for the MSFAA is also waived for students who complete the certificate in accounting information systems and have earned at least a 3.3 cumulative grade-point average.
- For MS in Taxation and Financial Planning—GMAT, which may be waived for five years of relevant work experience. (Holders of the following designations may also waive the GMAT—CPA, CMA, CIA, CFA, CFP, CFM, CISA.) Admission to the MS in taxation and financial planning program is also open to students who complete the certificate in taxation or the certificate in financial planning and have earned at least a 3.3 cumulative grade point average.

Note: The GMAT is waived for applicants who hold a master's degree from an accredited U.S. institution.

ADMISSION STATUS

Full Acceptance—students granted full acceptance must complete a minimum of one course within a year of earning admittance to the program.

Non-Matriculated—students who have not been admitted to any of the graduate business programs, but who have been granted permission to take a restricted number of courses. This status applies to transient students who are enrolled in a graduate program in another institution as well as to students who may not have completed the admission process (typically submission of GMAT or GRE scores). *Note:* Non-matriculated students are not guaranteed admission to a graduate program and are not eligible for financial aid.

REGISTRATION

Registration is conducted each semester according to the schedule published in the academic calendar.

ACADEMIC CALENDAR

At the start of each semester, students should check online at CampusCruiser's "Calendars" section for their graduate program's academic calendar and deadline information.

A schedule of SBA graduate classes is available online at www.widener.edu/academics/schools/business/graduate, or e-mail sbagradv@mail.widener.edu or call 610-499-4305.

TUITION REDUCTION

The tuition is reduced for holders of a Widener master's degree in business who wish to audit courses, on a noncredit basis, in the same academic area as their master's degree.

GRADING SYSTEM

Grades are recorded as follows:

A	4.0 points
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
F	0.0
I (Incomplete)	0.0
W (Withdrawal without prejudice)	0.0

Each instructor has the option of using the + and – grade. Students will be informed of the grading policy for each course at the beginning of the semester.

The grade of I is given when a student has not completed course requirements because of excusable reasons. A student who receives a grade of incomplete must arrange to make up all deficiencies with the instructor issuing the grade. If the work is not made up within one calendar year from the end of the semester in which the incomplete is received, the grade will be automatically converted to F. Upon completion of the requirements, the instructor will institute a change of grade. (Note: a student does not register again for a course in which the grade of incomplete has been received; however, if the grade converts to an F, the student is required to register again for the course to earn credit.) A student cannot be awarded a degree when there is an outstanding incomplete grade on the transcript, even if the incomplete is in a course not required in the degree program.

If a course is repeated, both grades will be recorded on the transcript, but only the most recent grade will be used in calculating the grade point average (GPA). When a student is found to have violated Widener's academic fraud policies, that student is prohibited from exercising the repeat-of-course option to remove the F grade (given as a result of fraud) from the GPA calculation.

Students whose academic performance is considered inadequate will be dismissed from the program. Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is also grounds for dismissal from the program. Such conduct includes academic fraud.

A student dismissed for academic fraud may no longer enroll in the graduate programs of the university and may not apply for admission into another division of the university. Please see the section titled "Standards for Academic Integrity."

DROP/ADD POLICY

Students taking a course in the School of Business Administration may withdraw from the course at any time prior to the final examination and receive the grade of W. If a course offered through these programs does not include a final examination, the deadline for withdrawing from the course with a grade of W is the final class meeting for the course.

Students may add a course without special permission no later than one week after the semester has begun. If a student wishes to add a course after one week, written permission must be obtained from both the instructor and the appropriate department head.

AUDITING

A student will be permitted to audit courses with the approval of the instructor. No grade or credit is given for auditing a course and examinations need not be taken; however, the registration procedure and fee structure are the same as those for other students.

ACADEMIC POLICIES AND STANDARDS

Following are the academic policies and standards that apply to students in all the graduate programs in business:

- The GPA for all courses taken in the foundation program must be 2.5 or better. This will be monitored on an annual basis.
- No more than 4.5 credits with grades of less than B– may be earned in 600-level courses taken in the graduate program. A repeated course grade is not removed for purpose of this rule.
- No more than 3.0 credits with a grade of F—including grades of I that become grades of F—may be received in courses taken in the graduate program. Courses may be repeated but a second failure will cause dismissal of the student.
- At the end of each semester, a warning letter is sent to each student receiving an F and also to any student receiving the grade of C or C+ in a 600-level course.
- Students must complete the required course of instruction with a minimum cumulative GPA of 3.0 in 600- and 700-level courses in order to graduate. This will be monitored on an annual basis.
- Students not meeting the requirements stated above will be dismissed from the program. A letter is sent to the student from the dean and an "Academic Hold" notification is sent to the registrar.
- Students dismissed for academic reasons may not enroll in additional courses unless they are reinstated to the program.
- Students dismissed for academic reasons may petition for reinstatement no sooner than six months after the end of the semester in which they received the grade that caused the dismissal.

- Students, once reinstated, will be dismissed from the program without the possibility of reinstatement upon earning a grade below B in any course taken in any semester.
- Conduct inconsistent with the ethical and professional standards of the discipline, whether it occurs before or after matriculation, is grounds for dismissal from the program. Such conduct includes academic fraud. A student dismissed for academic fraud may no longer enroll in graduate programs and may not apply for admission into another division of the university. Please see the section titled "Standards for Academic Integrity."
- Students must complete all degree requirements within the time period stated for their program.
- For all programs except the master of business administration, students not taking a course for a 24-month period are automatically "suspended" from their program. Students who wish to return must petition their graduate program director. Students who are permitted to return must follow the curriculum in place at the time of return.
- For students in the certificate in taxation or financial planning programs who withdraw from two or more classes, permission of the department head of economics, finance, and taxation is required to continue to with the program.

TRANSFER CREDIT

Graduate transfer credit must be approved by the dean of the School of Business Administration and may be permitted subject to the following restrictions:

- No more than six credits in total will be accepted into the core or elective portion of the graduate degree program.
- Not all core courses are eligible for transfer credit.
- Only courses for which the applicant has earned a grade of B or better may be considered for transfer credit.
- Only courses completed within five years prior to entry into the graduate program will be considered for transfer.
- Courses considered for transfer credit for core requirements will be evaluated by the appropriate department and must be of equivalent level and content to the Widener core course.
- Courses considered for transfer credit for electives will be evaluated by the appropriate department and must be of graduate level and in a field directly related to the business degree being pursued.
- Foundation courses may be waived based on completion of equivalent graduate or undergraduate work. A grade of C or better is required for waiver. Waivers for foundation courses will not be recorded on the student's transcript.
- Business courses must be taken at AACSB-accredited institutions. Special consideration may be made for courses offered outside the purview of the transferring institution's business school (e.g., economics is sometimes offered through the social science department).
- Taxation courses must be taken at AACSB- or ABA-accredited institutions.
- HCM-related courses must be taken at either CAHME- or AACSB-accredited institutions.
- Courses taken at institutions outside of the United States will be evaluated on a case-by-case basis.
- Requests for transfer credit must be made at the time of entry into the program.
- Admitted students who want to take a course at another institution must obtain written permission from the director of graduate business programs *prior* to taking the course.

- Transfer credit does not reduce the minimum hours residency requirement established for each program.
- For each program, up to 6 credit hours may be taken in other School of Business Administration programs with the permission of the department head of your own program.
- For each program, up to 6 credit hours may be taken in other Widener graduate programs with the permission of your department head and the dean.

STUDENT STATUS

Students in the School of Business Administration are considered to be full-time graduate students when they are enrolled in 9 or more semester hours of graduate study. It is recommended that students take no more than 12 semester hours of graduate study in a semester. Students who enroll in 1.5–7.5 semester hours of graduate study are considered to be part-time students.

SAP CERTIFICATE OF RECOGNITION

Students enrolled in the graduate business programs may earn a Certificate of Recognition from SAP, AG, upon successful completion of three courses containing significant SAP content. Students can obtain a list of approved courses from the SBA Graduate Programs Office.

STANDARDS FOR ACADEMIC INTEGRITY

ACADEMIC INTEGRITY STATEMENT

Widener University strongly supports the concepts of academic freedom and academic integrity and expects students and all other members of the Widener University community to be honest in all academic endeavors. Cheating, plagiarism, and all other forms of academic fraud are serious and unacceptable violations of university policy. Widener University expects all students to be familiar with university policies on academic honesty and will not accept a claim of ignorance—either of the policy itself or of what constitutes academic fraud—as a valid defense against such a charge.

This statement was adopted by the Faculty Council on February 24, 1998, upon recommendation of the Academic Affairs Committee.

DEFINITION OF VIOLATIONS OF THE STANDARDS FOR ACADEMIC INTEGRITY

Violations of the Standards of Academic Integrity constitute academic fraud. Academic fraud consists of any actions that serve to undermine the integrity of the academic process, including:

- unauthorized inspection or duplication of test materials, cheating, attempting to cheat, or assisting others to cheat in a classroom test, take-home examination, final examination, or comprehensive/qualifying/candidacy examination.
- post-test alteration of examination responses.
- plagiarism.
- electronic or computer fraud.

Additionally, each university program may have specific acts particular to a discipline that constitute academic fraud.

DEFINITION OF PLAGIARISM

One of the most common violations of the Standards for Academic Integrity is plagiarism. Plagiarism can be intentional or unintentional. However, since each student is responsible for knowing what constitutes plagiarism, unintentional plagiarism is as unacceptable as intentional plagiarism and commission of it

will bring the same penalties. In many classes, faculty members will provide their definitions of plagiarism. In classes where a definition is not provided, students are invited to follow the standards articulated in the following statement.

STATEMENT ON PLAGIARISM

PLAGIARISM—passing off the work of others as your own – is a serious offense. In the academic world, plagiarism is theft. Information from sources – whether quoted, paraphrased, or summarized - must be given credit through specific in-text citations. All sources used in the preparation of an academic paper must also be listed with full bibliographic details at the end of the paper. It is especially important that paraphrase be both cited and put into your own words. Merely rearranging a sentence or changing a few words is not sufficient.

PROCEDURES FOR STUDENTS ACCUSED OF VIOLATING THE STANDARDS FOR ACADEMIC INTEGRITY

Informal Process

- A faculty member who obtains evidence of academic fraud should inform the student of this evidence, either orally or in writing. The faculty member may also provide the student with the opportunity to respond to the charges. If the matter is resolved informally between the faculty member and the student, the faculty member must communicate in writing to the dean of his/her school or college the nature of the charges made against the student and how the matter was resolved.
- If the faculty member cannot resolve the matter satisfactorily with the student, he or she may file a formal complaint against the student through the office of the dean of the faculty member's school or college.

Formal process

- Upon receiving formal charges of academic fraud, the office of the dean of the school or college shall thereupon notify the student in writing of the complaint, the evidence upon which the complaint is based, the penalty to be imposed, and all rights of appeal.
- If a student wishes to contest the allegations of the complaint, he or she may do so according to the process stipulated in the by-laws of the school or college in which the alleged offense occurred. In such a case, the student will also be informed of the time and location of a hearing on the complaint and of all rights of appeal.
- Upon determination by the school/college committee that hears the initial appeal that sufficient evidence exists to support the allegations contained in the complaint, or in cases in which the student chooses not to contest the complaint, the prescribed penalty shall be imposed.
- The dean will notify the associate provost in writing of the name of the student who has been found to have engaged in academic fraud.
- Appeals beyond an individual school/college body may be made by the student to the university's Academic Review Board. Please see the following section for board duties. Appeal to the Academic Review Board must be initiated by the student through the Office of the Associate Provost.
- In the event a complaint is filed against a student alleging academic fraud and the student is not enrolled in the course in which academic fraud is alleged, action will be taken by the dean's office of the school/college where the student is matriculated.

- An “F” for academic fraud will supersede any other mark including a “W” for withdrawal. When a student is found to have engaged in academic fraud under Widener’s academic fraud policies, that student is prohibited from exercising the repeat-of-course option to remove the “F” grade (given as a result of fraud) from the GPA calculation.
- A confidential, centralized listing of students disciplined for academic fraud will be maintained by the Office of the Provost. In the event of the filing of a complaint alleging a second offense, the student will be informed, in writing, by the Office of the Provost of such complaint. Names will be dropped from the list of first offenders upon graduation or at the end of seven years after the last attendance.
- The above articulated steps constitute due process when students are accused of academic fraud.

PENALTIES

- The minimum penalty for individuals found through the formal complaint process described above to have engaged in academic fraud will be failure in the course. For a second offense, the penalty will be failure in the course and expulsion from the university.
- For attempting to steal or stealing an examination for a course, students will be failed in the course and expelled from the university. For attempting to steal or stealing a comprehensive/qualifying/candidacy examination in a program, students will be expelled from the university.
- Programs that require comprehensive/qualifying/candidacy examinations may elect to impose the penalties of failure on the examination and expulsion from the university for individuals who cheat or attempt to cheat on the comprehensive/qualifying/candidacy examination.
- Individuals found through the formal complaint process described above to have engaged in academic fraud in the completion of a dissertation or thesis may be expelled from the university.

ACADEMIC REVIEW BOARD

The Academic Review Board consists of the provost, the associate provosts, the deans of each school/college, the vice-chairperson of the Faculty Council, and the chair of the Faculty Council Academic Affairs Committee. Duties of the board include: (1) hearing petitions for the waiver of academic regulations that transcend a single school/college (e.g., withdrawal from a course); (2) serving as the appeal body in cases where there is an alleged violation of procedure in school/college Academic Council hearings.

ACADEMIC GRIEVANCE APPEAL PROCEDURE

If a student has a grievance concerning a class in which he or she is enrolled, he/she will first try to resolve the problem with the instructor of the class. If a student has a grievance concerning an academic requirement of the program (e.g., comprehensive examination, final clinical oral examination, clinical placements), he/she will first try to resolve the problem with the director of the program. If it is impossible to resolve the matter at this initial level, the grievance must be placed in writing. Then the student may appeal to the next higher level. The student should inquire in the office of the dean responsible for the course or program in question for the proper appeal procedure if the student’s grievance is not resolved to the student’s satisfaction after initial appeal to the instructor or the program director.

GRADUATION REQUIREMENTS AND AWARDING OF DEGREES

Students are responsible for knowing and meeting curriculum requirements as shown in this bulletin.

Those who expect to receive either the master’s or doctoral degree should make clear their intentions to their advisors. A student who completes requirements for the degree at the conclusion of either summer session will be awarded the degree in August of that year; **the student must submit a graduation petition online at www.widener.edu/registrar by March 1.** A student who completes requirements for the degree at the conclusion of the fall semester will be awarded the degree in December of that year; **the student must submit a graduation petition online at www.widener.edu/registrar by July 1.** A student who completes requirements for the degree at the conclusion of the spring semester will be awarded the degree in May of that year; **the student must submit a graduation petition online at www.widener.edu/registrar by November 1 of the previous year.** The university holds only one formal commencement in the spring to which August, December, and May graduates are invited.

A student who will be an August graduate may participate in the Commencement ceremony in May of that year. The student must petition to participate by April 30, and the student must be registered for a three-credit course at the time of the petition.

A student who petitions for graduation and who, for whatever reason, is not awarded the degree, must re-petition.

Please note that a waiver of any requirement for the degree must be approved in writing by the Office of the Dean of the School of Business Administration.

TRANSCRIPTS

Students in good financial standing can have copies of their transcripts forwarded to employers, agents, or institutions of higher education by contacting the Office of the Registrar. The first transcript offered on behalf of any student is provided without cost.

CHALLENGE EXAMINATIONS

A challenge examination may be taken for select graduate courses. Not all graduate courses may be challenged. If interested in challenging a course, please see the director of SBA graduate programs. There is a fee for each examination, and the grade received is either Pass or Fail. An elective course successfully challenged must be replaced with another course. Courses challenged do NOT satisfy residency requirements. Students may not receive more than a total of 6 credits for challenged and transferred courses. Students may not challenge courses in the last six credits of their degree program.

CAMPUS SAFETY

Widener University is committed to the safety and security of all members of the Widener University community. The Widener web site contains information on campus security and personal safety, including crime prevention, university law enforcement authority, crime reporting policies, disciplinary procedures, and other campus security matters. It also contains statistics for the three previous calendar years on reported crimes that occurred on campus, in certain off-campus buildings or property owned and controlled by the university, and on public property within or immediately adjacent to and accessible from campus.

The annual Campus Safety security reports for the Main and Exton Campuses are available online at www.widener.edu by selecting “Quick Clicks” then “Campus Safety.” The annual security reports for the Delaware and Harrisburg Campuses are

available online at www.law.widener.edu by selecting “More Links,” then “Campus Safety.” If you would like a printed copy of these reports, contact the Campus Safety Office at 610-499-4203 to have a copy mailed to you. The information in these reports is required by law and is provided by the Campus Safety Office.

FINANCIAL AID

Widener University offers a wide range of financial aid programs. Financial information is available on the university’s web site at www.widener.edu/admissions/graduate/financial_aid/default.aspx.

MASTER OF BUSINESS ADMINISTRATION

Widener’s AACSB-accredited MBA program provides a unique, fully integrative approach for aspiring business leaders to gain the knowledge and skills they need to succeed in today’s business environment. This completely redesigned program has a comprehensive core curriculum that is taught by a team of full-time faculty and industry executives. This program is not confined by the barriers of traditional business functions, but is built on the concept of *process innovation for performance excellence* leading to *sustainable growth*.

Working as a team with industry executives, our faculty have designed the core curriculum to meet the following objectives:

- Enabling students to become competent, socially responsible and visionary leaders who can guide and sustain an organization from a systems perspective.
- Equipping students to focus on the future by developing and implementing business strategy and measuring its impact on performance.
- Providing students with an understanding of the role of information systems in supporting and enabling strategy in order to gain a competitive advantage.
- Preparing students to collect, consolidate, validate, mine, and interpret data to enable fact-based management for effective decision making.
- Introducing students to the modeling of time series data for the purpose of generating forecasts that enhance the decision making process.
- Teaching students to examine the financial market structure, make investment decisions using capital budgeting techniques, evaluate proposals for mergers and acquisitions, and determine the value of a corporation using various valuation techniques.
- Enabling students to assess customer preferences for value creation strategies through customer driven excellence.
- Enhancing students’ understanding of how to organize work systems that value employees and manage human resources for improved organizational performance.
- Providing students with the knowledge and tools needed to create an agile organization and to manage and improve key organizational processes.
- Assisting students to integrate and apply core knowledge concepts, techniques, and skills to achieve superior performance in a global environment by focusing on results and creating value.

STUDENT LEARNING GOALS AND OBJECTIVES

Widener University’s master of business administration program is designed to prepare the student to be an effective member of the business community.

Goal 1: MBA graduates will be able to make effective business decisions.

- *Objective 1:* Students will incorporate and analyze relevant stakeholder interests and appropriate business environment issues in their business decisions.
- *Objective 2:* Students will analyze business issues and recommend appropriate decisions.

Goal 2: MBA graduates will consider ethics in business decisions.

- *Objective 1:* Students will recognize and handle ethical situations in the current business environment.
- *Objective 2:* Students will incorporate ethical principles in decision making.

Goal 3: MBA graduates will understand the process of creating and delivering value to stakeholders.

- *Objective 1:* Students will recognize and apply target marketing and new product development processes.
- *Objective 2:* Students will analyze operations issues, including logistics, inventory, and supply chain management.
- *Objective 3:* Students will understand the value of business intelligence and use business intelligence tools to make business decisions.

Goal 4: MBA graduates will be able to measure and evaluate business performance.

- *Objective 1:* Students will understand financial statements.
- *Objective 2:* Students will make decisions that incorporate the relationship between risk and return and how they affect the value of the firm.

Goal 5: MBA graduates will be able to identify and analyze how management processes affect the capability of a firm to fulfill its business objectives.

- *Objective 1:* Students will develop business strategies that are judged by business professionals to be feasible and effective.
- *Objective 2:* Students will identify and evaluate organizational behavior and human resource issues involved in the processes of implementing decisions and managing change.

Goal 6: MBA graduates will be effective communicators.

- *Objective 1:* Students will construct a presentation that is judged by other business professionals to be clear and informative.
- *Objective 2:* Students will prepare a report that is cohesive and clear in thought.
- *Objective 3:* Students will work effectively with others in team-based environments.

Goal 7: MBA graduates will consider the complexities of diversity in a global business environment.

- *Objective 1:* Students will recognize the impact of diversity on business performance in a global business environment.
- *Objective 2:* Students will incorporate issues pertaining to diversity management in business decision making.

ACADEMIC POLICIES AND STANDARDS

All academic policies and standards for the School of Business Administration apply to the master of business administration program. Additional policies are as follows:

- Students must complete all degree requirements within five academic years from the date they matriculate into the program.

- Students wishing to take a leave of absence from the program must formally notify the director of graduate business programs.
- Students not taking a course in a 12-month period are “suspended” from the program. Students who wish to return must petition the graduate program director.

PROGRAM OF STUDY

THE MBA CURRICULUM

The major components of the MBA curriculum are the Foundation Program, which may be satisfied by equivalent undergraduate work, the MBA Core, and electives.

THE FOUNDATION PROGRAM (0–12 CREDITS)

The Foundation Program consists of coursework designed to ensure that all students have exposure to a “common body of knowledge” and have attained comparable levels of proficiency before beginning the MBA Core.

In general, students who have completed an undergraduate degree in business from a U.S. institution within five years of matriculation will have met the foundation requirements. The equivalent of the following foundation coursework is required of all MBA students:

- Applied quantitative concepts (math/statistics)
- Accounting and legal environment of business
- Micro-and macroeconomics
- Financial institutions and markets
- Organization behavior and management

The foundation coursework must be satisfied prior to enrolling in MBA core courses. All students may elect to complete coursework, self-study and complete a validation exam, or enroll in the appropriate graduate foundation courses to fulfill the Foundation Program requirements:

Graduate Foundation Courses		Credits
BUS 510	Applied Quantitative Analysis (self-study version is BUS 518)	3.0
BUS 520	Accounting & Legal Environment of Business (self-study version is BUS 528)	3.0
BUS 531	Principles of Microeconomics (self-study version is BUS 536)	1.5
BUS 532	Principles of Macroeconomics (self-study version is BUS 538)	1.5
BUS 550	Organization Behavior & Management	1.0
BUS 560	Financial Foundations for Managers (self-study version is BUS 568)	3.0

THE MBA CORE (18 CREDITS)

The MBA Core is an integrated sequence of courses designed to provide the student with an understanding of business functions within the context of business as a whole process.

MBA Core Courses		Credits
BUS 601	Leadership	1.5
BUS 602	Strategic Planning	1.5
BUS 611	Information Systems	1.5
BUS 612	Data Collection, Mining, & Analysis	1.5
BUS 620	Customer & Market Perspectives	1.5
BUS 630	Managing Human Capital	1.5
BUS 640	Process Management	3.0
BUS 650	Modeling & Forecasting	1.5
BUS 660	Financial Analysis	1.5
BUS 700	Managing for Results	3.0

ELECTIVES (12–13.5 CREDITS)

All MBA students must complete at least 12 credits of electives. Students can choose electives in a variety of fields or they may use their electives in support of a concentration.

PROFESSIONAL DEVELOPMENT WORKSHOPS (NONCREDIT)

As part of the MBA program, all students must attend 12 hours of career development workshops. Each semester a variety of career development workshops will be offered in the evenings and on Saturdays. Topics will concentrate on professional and career skill development. The ethics workshop is required.

RESIDENCY REQUIREMENTS AND DEGREE ELIGIBILITY

A student must complete the minimum residency requirement of 24 credit hours in the MBA Core and elective courses, maintain a minimum GPA of 3.0 in all 600 and 700 level courses, and complete all credit and noncredit requirements to qualify for the MBA degree.

MBA PROGRAM—COURSE SEQUENCING

Students entering the MBA program must select a specified course sequence. The MBA Core program must be completed in the pattern shown. Some flexibility with electives is afforded.

FULL-TIME (1-YEAR SEQUENCE)

Fall Semester (9–12 credits)		Credits
BUS 601	Leadership	1.5
BUS 602	Strategic Planning	1.5
BUS 611	Information Systems	1.5
BUS 612	Data Collection, Mining, & Analysis	1.5
BUS 620	Customer & Market Perspectives	1.5
BUS 630	Managing Human Capital	1.5
Elective (1)*		3.0
Spring Semester (9–12 credits)		
BUS 640	Process Management	3.0
BUS 650	Modeling & Forecasting	1.5
BUS 660	Financial Analysis	1.5
Elective (1)*		3.0
Elective (2)		3.0
Summer Semester (9 credits)		
BUS 700	Managing for Results	3.0
Elective (3)		3.0
Elective (4)		3.0

*Students take elective (1) in either fall or spring.

PART-TIME (2-YEAR SEQUENCE)

FIRST YEAR		Credits
Fall Semester—First Half (3 credits)		
BUS 602	Strategic Planning	1.5
BUS 611	Information Systems	1.5
Fall Semester—Second Half (3 credits)		
BUS 601	Leadership	1.5
BUS 612	Data Collection, Mining, & Analysis	1.5
Spring Semester—First Half (3 credits)		
BUS 620	Customer & Market Perspectives	1.5
BUS 650	Modeling & Forecasting	1.5
Spring Semester—Second Half (3 credits)		
BUS 630	Managing Human Capital	1.5
BUS 660	Financial Analysis	1.5
Summer Semester (3 credits)		
Elective (1)		3.0

SECOND YEAR

Fall Semester (6 credits)

BUS 640	Process Management	3.0
Elective (2)		3.0

Spring Semester (6 credits)

BUS 700	Managing for Results	3.0
Elective (3)		3.0

Summer Semester (3 credits)

Elective (4)		3.0
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PART-TIME (4-YEAR SEQUENCE)

FIRST YEAR

Credits

Fall Semester—First Half (1.5 credits)

BUS 602	Strategic Planning	1.5
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Fall Semester—Second Half (1.5 credits)

BUS 601	Leadership	1.5
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Spring Semester—First Half (1.5 credits)

BUS 620	Customer & Market Perspectives	1.5
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Spring Semester—Second Half (1.5 credits)

BUS 630	Managing Human Capital	1.5
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Summer Semester (3 credits)

Elective (1)		3.0
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SECOND YEAR

Fall Semester—First Half (1.5 credits)

BUS 611	Information Systems	1.5
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Fall Semester—Second Half (1.5 credits)

BUS 612	Data Collection, Mining, & Analysis	1.5
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Spring Semester—First Half (1.5 credits)

BUS 650	Modeling & Forecasting	1.5
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Spring Semester—Second Half (1.5 credits)

BUS 660	Financial Analysis	1.5
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Summer Semester (3 credits)

Elective (2)		3.0
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THIRD YEAR

Fall Semester (3 credits)

BUS 640	Process Management	3.0
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Spring Semester (3 credits)

BUS 700	Managing for Results	3.0
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FOURTH YEAR

Fall Semester (3 credits)

Elective (3)		3.0
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Spring Semester (3 credits)

Elective (4)		3.0
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MBA CONCENTRATIONS

The MBA program allows students to specialize their degree program through concentrations.

- Accounting Information Systems
- Business Process Innovation
- Enterprise Resource Planning
- Finance
- Health Care Management
- Hospitality Management
- Human Resource & Organizational Leadership
- Taxation
- Technology Management

To earn a concentration, students must complete the specified requirements beyond the completion of the MBA core.

ACCOUNTING INFORMATION SYSTEMS CONCENTRATION (12 CREDITS)

Many traditional accounting functions are now embodied in accounting information systems that require a different combination of technical and financial expertise. The accounting information systems (AIS) concentration is designed to enable students to design, use, and audit sophisticated accounting information systems and to act as consultants to advise organizations as to the liabilities and risks associated with changing technology. Emerging career opportunities in technology-related fields include electronic commerce, information technology auditing, business systems consulting, forensics, analytics, information risk assessment, and web assurance. These areas are going to be the key accounting markets of the future.

Students complete 12 credits from the following:

	Credits	
ACCT 607	Internal Auditing	3.0
ACCT 630 [†]	Accounting Information Systems	3.0
ACCT 632 [†]	ERP Systems: Profitability Analysis	3.0
ACCT 635	Information Technology Auditing	3.0
BPI 650	Business Process Intelligence	3.0

Elective approved by the department head of accounting and information management.

[†] SAP course

BUSINESS PROCESS INNOVATION CONCENTRATION (12 CREDITS)

Business process management centers on understanding the need to change the focus of organizations from functional silos to integrated end-to-end business processes in order to gain a competitive advantage. Students selecting this concentration must complete the following courses:

	Credits	
BPI 600	Business Process Management	3.0
BPI 620	Business Process Strategy & Innovation	3.0
BPI 650	Business Process Monitoring & Controls	3.0
IS 601	Process Analysis & Process Automation	3.0

Widener University has been named a "Center of Excellence for Business Process Innovation" by SAP and Software AG since 2003.

ENTERPRISE RESOURCE PLANNING CONCENTRATION (12 CREDITS)

ERP is the backbone of a company—the infrastructure that makes everything work. Likewise, it's a valuable place to gain a competitive edge. With the ERP concentration, students learn how to select, manage, and get the most from ERP solutions, and they will earn a valuable Certificate of Recognition from SAP, one of the largest providers of ERP systems.

	Credits	
ACCT 630 [†]	Accounting Information Systems	3.0
ACCT 632 [†]	ERP Systems: Profitability Analysis	3.0
IS 601	Process Analysis & Process Automation	3.0
IS 650	Information & Knowledge Management	3.0
MGT 651	Supply/Value Chain Management	3.0
MKT 642	Technology in Marketing	3.0

Elective approved by the department head of accounting and information management.

[†] SAP course

FINANCE CONCENTRATION (12 CREDITS)

All managerial decisions have financial implications. For this reason, business executives require an in-depth understanding of financial analysis, financial management, and the interactions between business firms and financial systems.

The MBA with a concentration in finance equips students with the conceptual knowledge and analytical tools for developing, evaluating, and recommending financial strategies in corporate and investment management settings.

Required		Credits
FIN 604	Security Analysis & Investment Management (BUS 660 or FP 601)	3.0
Electives—choose 9 credits from the following:		
FIN 602	International Finance (BUS 660 or FP 601)	3.0
FIN 603	Real Estate Finance (undergraduate finance or equivalent)	3.0
FIN 610	Financial Institutions (BUS 660, FP 601, or equivalent)	3.0
FIN 620	Mutual Fund Investment (BUS 660, FP 601, or permission of the instructor)	3.0
FIN 630	Business Valuation (BUS 660 or FP 601)	3.0
FIN 669	Portfolio Management (BUS 660 or FP 601)	1.5
FP 646	Behavioral Finance & Client Communication	1.5
FP 647	Client Communications & Sales Skills	1.5

Note: Prerequisites are in parentheses

HEALTH CARE MANAGEMENT CONCENTRATION (13.5 CREDITS PLUS NONCREDIT REQUIREMENTS)

Accredited by the Commission on Accreditation for Healthcare Management Education (CAHME)

Member of the Association of University Programs in Health Administration (AUPHA)

BACKGROUND AND PURPOSE

Health care is one of the largest industries in the United States, accounting for nearly 16 percent of GDP and employing more than 13 million people. It is also an industry that is growing significantly. Between now and 2014, health care is expected to generate more jobs than any other industry and to account for more than 18 percent of GDP. With growth has come the challenge of containing costs, improving quality, and providing greater access to a diverse and aging population. In such an environment, health care organizations need well-prepared and competent managers—people who can position their firms for success in a competitive marketplace, design systems to deliver cost-effective care, and develop and lead an effective workforce.

The MBA in health care management (MBA-HCM) provides these competencies to individuals interested in management careers in the health care industry. It prepares graduates to work in a variety of health-related organizations, including hospitals and health systems, long-term care organizations, mental health facilities, medical practice and ambulatory care organizations, insurance companies, pharmaceutical firms, government agencies, and consulting firms. The program is interdisciplinary in nature, drawing upon and focusing on the interaction and interdependence of management, economics, medicine, and politics.

The program is designed to meet the expressed needs of senior health care executives for competent graduates to fill entry level and middle management positions in health care organizations. Graduates are trained for leadership roles through a rigorous and innovative curriculum that focuses on the application of sound theoretical concepts to practical situations, the

development of professional and interpersonal skills, and the mastery of competencies needed to succeed in the health care industry. The program also provides students with opportunities to gain valuable field experience through career development workshops and other management development options.

With classes offered primarily in the evening and on weekends, the health care MBA program is ideal for those who wish to continue working while pursuing a graduate degree on a part-time basis. More than 70 percent of students in the health care MBA program work full time in the health care industry (see the listing of “Present Employers” for more information).

VISION

We aspire to be a premier graduate program in health care management in the Delaware Valley, recognized for a challenging educational experience that prepares students for leadership positions in the health care industry.

MISSION

The mission of the MBA-HCM program is to:

- Provide a relevant high-quality graduate education in health care management.
- Prepare clinicians and nonclinicians for entry level and middle management positions in the health care industry and enable them to assume leadership roles in their field.
- Meet the needs of our students through excellence in teaching, program flexibility, and continuous improvement of the educational experience.
- Conduct research that improves health care policy and management practice, and facilitate the dissemination and application of this research.
- Serve our stakeholders: Widener University, health services organizations, the health administration profession, health care providers, and local communities.

VALUES

We are guided by the following values:

- *Caring:* We care about the needs of our students, our profession, and our community. Our program enables students to balance school, work, and family demands. Our research addresses problems faced by health care providers. Our service meets the needs of our community and stakeholders.
- *Excellence:* We strive for excellence in teaching, research, and service. We expect excellence from our students.
- *Collegiality and Integrity:* We operate in an atmosphere of respect and collaboration.

COMPETENCIES

Students in the MBA-HCM program gain knowledge of the health care industry and develop competencies in the areas of transformative leadership, systems management, and people management. Skill development occurs in an innovative learning-by-doing environment, characterized by a range of teaching and assessment methods that include cases, simulations, role plays, work-based assignments, and field projects.

Program graduates will be able to engage in:

1. *Transformative Leadership:* Energize the organization to excellence in meeting the needs of key stakeholders.
 - a. *Visioning:* Craft a compelling, values-driven vision that inspires people to strive toward a standard of excellence.
 - b. *Community Orientation:* Align institutional and community priorities so that both organizational goals and population health needs are met.

- c. *Strategic Orientation*: Position the organization for long-term success through strategies that capitalize on environmental trends and firm capabilities to achieve competitive advantage in the marketplace.
 - d. *Critical Thinking and Problem Solving*: Take a problem apart, understand cause-and-effect relationships, and use a variety of techniques to develop integrated and innovative solutions.
 - e. *Change Management*: Launch, drive and sustain wide-ranging change that is tied to the vision and supported by key stakeholders.
2. *Systems Management*: Develop and manage external and internal systems to execute strategy and achieve the organization's mission and goals.
- a. *Performance Measurement and Management*: Measure clinical and organizational performance, identify factors that contribute to underperformance, and formulate corrective measures.
 - b. *Process Management*: Analyze, design, and improve organizational processes to deliver desired clinical and business outcomes.
 - c. *Financial Management*: Use financial and other data to make investment choices, evaluate financial risk, and develop plans to improve financial performance.
 - d. *Information Management*: Employ data mining and statistical techniques to make effective decisions and use information systems to drive business strategy and practice.
 - e. *Organizational Design*: Design high-performing organizations whose structure, culture, systems, and governance enable the achievement of mission and goals.
3. *People Management*: Create an empowering work environment that drives performance, engages stakeholders, promotes accountability, and facilitates collaboration.
- a. *Human Capital Management*: Develop and leverage the firm's human capital to build a high-performing workforce.
 - b. *Interpersonal and Relationship Management*: Employ supportive communication, motivation, conflict management, and other managerial techniques to build interpersonal relationships and influence behavior.
 - c. *Collaboration and Teamwork*: Cooperate with others and be an effective team member, team builder, and team leader.
 - d. *Communication*: Use clear and logical communication to make cogent presentations and lead effective group discussions.
 - e. *Professionalism*: Think and act in a manner that is consistent with the highest standards of performance and integrity.
4. *Knowledge of the Health Care System*: Understand the health services industry and the environment in which health care managers and providers function.
- a. *Understanding of Health Care Policy*: Evaluate health policies, appreciate their impact on the health care system, and propose policy changes to solve health-related problems.
 - b. *Knowledge of Health Care Laws and Regulations*: Understand the impact of laws and regulations on the organization, delivery, financing, and utilization of health services.

ADMISSION

In addition to the application procedures and admission requirements outlined here (see also www.widener.edu/admissions), applicants must have a formula score of 1060 in the formula

200 times undergraduate GPA plus GMAT score to be considered for admission to the program. GMAT may be waived for students with five years of relevant work experience or for students with a master's degree from an accredited U.S. institution. Call the SBA Graduate Programs Office at 610-499-4305 for more information on admission criteria.

CURRICULUM AND EXPERIENTIAL LEARNING

In addition to the MBA foundation and core courses, students selecting the HCM concentration must complete the following:

	Credits
HCM 601 Health Care Policy	3.0
HCM 670 Introduction to Legal Issues in Health Care Management	1.5
HCM 671 Managing Community Health	1.5
HCM 672 Costs, Access, & Quality	3.0
HCM 673 Financial Management in Health Care	1.5
MGT 622 Developing Management Skills	3.0

The HCM concentration also has two noncredit requirements—the career development workshop program and the management development option. They provide on-the-job learning experience, integration of theory and practice, and opportunities for professional and career development.

Professional Development Workshops

All MBA students must attend four career development workshops. These three-hour workshops provide the skills, knowledge, and information that students need for professional growth and career advancement. Students may choose from a variety of workshops covering topics such as career planning, time management, ethics, networking, and interviewing skills. Students in the HCM concentration must select the health care management career workshop as one of their four choices. Participants in this workshop are exposed to professional growth opportunities in a variety of health care settings that typically include hospitals, health systems, long-term care organizations, mental health facilities, insurance companies, physician group practices, and health care consulting firms. Executives from participating institutions talk about the unique characteristics of their industries, the issues and challenges facing their organizations, and what it takes to develop a management career in their field.

The Management Development Option

The management development option (MDO) provides students with the opportunity to demonstrate management competencies by applying their knowledge and skills to real world issues in health care organizations. Students may choose one of two options:

- An administrative residency at a health care organization. This is similar to an administrator-in-training program and may be more appropriate for students without any management experience.
- An applied project focused on a management problem. This option may be more appropriate for students with some management experience.

Students are required to put in a minimum of 360 hours, on a full- or part-time basis. They may do it at their current employer or at another health care organization. The applied project must be substantial enough to require about 8 hours of work per week. Both options require students to work with an HCM faculty advisor and an on-site management preceptor. Students with senior management experience may request a waiver of the MDO requirement.

HOSPITALITY MANAGEMENT CONCENTRATION (12 CREDITS)

The global hospitality industry is the largest industry in the world, and one of the fastest growing fields for future employment. Hospitality management is the art of creating an atmosphere where customer satisfaction is the ultimate goal. This requires understanding the entire hospitality industry, as well as having a firm grasp of the business portion of this industry. The MBA with a hospitality concentration equips students to enter management positions within the hospitality field and provides them with knowledge in management theories and advanced studies within the hospitality industry, including a deeper understanding of business practices. The concentration's aim is to enhance the students' thinking capabilities and refine their decision making and problem solving skills within the context of the global hospitality industry.

		Credits
HT 600	Strategic Management in the Hospitality Industry	3.0
HT 604	Strategic Human Resources in Hospitality Management	3.0
HT 606	Strategic Marketing in the Hospitality Industry	3.0
HT 645	Issues & Trends in Hospitality Management	3.0

HUMAN RESOURCE AND ORGANIZATIONAL LEADERSHIP CONCENTRATION (12 CREDITS)

In today's ultra-competitive business environment, human capital provides a more sustainable competitive advantage than technology, product differentiation, or financial capital. Organizations succeed when they have well-conceived strategies that are effectively executed by a capable and motivated workforce. Strong leadership is essential, as are systems to monitor and develop the performance of the firm's most valuable asset—its people.

In the HROL concentration, students develop leadership and human capital management skills. They acquire the competencies needed to measure and improve effectiveness at every level of the business enterprise—individual, group, and organizational.

		Credits
MGT 622	Developing Management Skills	3.0
MGT 625	Management of Change	3.0
MGT 635	The Strategic Management of Diversity	3.0
MGT 680	Project Management	3.0

TAXATION CONCENTRATION (12 CREDITS)

This concentration is designed for professionals who are interested in enhancing their knowledge of taxation at a graduate course level.

Requirements

Students must take four 600-level courses in taxation, finance, or financial planning. Prerequisites may be necessary and are the responsibility of the student.

TECHNOLOGY MANAGEMENT CONCENTRATION (12 CREDITS)

Technology and science are the cornerstone of the new global economy and a powerful engine in almost every business. From pharmaceuticals to IT, from nanotechnology to alternative energy, the pervasive nature of technology and the need for managers to add value across an organization is a rapidly growing requirement in today's business world. This program is relevant for professionals who wish to gain further knowledge in the area

of technology or science management in order to advance their skill set and their careers.

The concentration is designed to equip business students with the ability to analyze, design, communicate, and manage in industrial, technology, science, and engineering environments. The technology management concentration gives the practicing professional a solid understanding of the fundamentals of the technology management process, blending theory and practice to help develop the skills and understanding needed to succeed in a competitive business world. Participants who complete the certificate can expect to improve their skills in the areas of:

- Economic/operational planning
- Team/project management
- Communication of technical material
- Analysis and decision making

		Credits
ENGR 611	Deterministic Optimization	3.0
ENGR 614	Engineering Management I	3.0
ENGR 615	Engineering Management II	3.0
ENGR 619	Technical Communications	3.0

MASTER OF SCIENCE IN BUSINESS PROCESS INNOVATION

PURPOSE

The purpose of the master of science in business process innovation (MSBPI) program is to prepare students to connect information technology (IT) with business for sustainable competitive advantage. In today's fast-paced and constantly changing business world, agile information systems are crucial for business process success. Information agility integrates information architecture with competitive strategy and business process excellence by coordinating the latest thinking in data design, knowledge capture, change management, and project management. When combined with business process mapping and redesign, both technical and non-technical managers can substantially improve the business value generated by an organization's IS resources.

Students can tailor their degree by choosing a concentration with advanced coursework in accounting information systems or process leadership and transformation.

STUDENT LEARNING GOALS AND OBJECTIVES

Goal 1: MSBPI graduates can leverage information systems for a competitive advantage and to promote organizational strategy.

- *Objective 1:* Students will analyze a business/department and recommend appropriate information systems, technologies, and processes to address the identified needs.
- *Objective 2:* Students will complete projects and assignments that adequately address the nontechnological aspects of information systems.
- *Objective 3:* Students will recommend appropriate procedures and technologies to protect the security and privacy of data.

Goal 2: MSBPI graduates communicate effectively with business and information technology professionals in writing and orally.

- *Objective 1:* Students will successfully complete a project that identifies the managerial implications of an information system.
- *Objective 2:* Students will successfully design an information system with specifications for implementation and maintenance.

- *Objective 3:* Students will successfully make a presentation on an information systems project that addresses both managerial and technological issues.
- *Objective 4:* Students will research and present current literature in the field and apply it to the material covered in class.

Goal 3: MSBPI graduates are effective project managers.

- *Objective 1:* Students will participate effectively in teams.
- *Objective 2:* Students will apply project management techniques and skills to complete case analyses and projects.

Goal 4: MSBPI graduates make use of appropriate resources to maintain currency in the field.

- *Objective 1:* Students will use current certification exam materials to prepare for assignments in the project management and database courses.
- *Objective 2:* Students will research and present current literature in the field and apply it to the material covered in class.

ACADEMIC POLICIES AND STANDARDS

The academic policies and standards for the School of Business Administration apply to the MSBPI program. A candidate must complete a minimum of 30 credit hours (ten 600-level courses) and maintain a minimum GPA of 3.0 to qualify for the degree. The minimum residency requirement is 24 semester hours (eight courses). Students who have not earned the MSBPI degree during a period of seven years from the date of matriculation must have their academic standing reviewed by the MSBPI administration and may have to meet additional requirements to graduate.

ADMISSION REQUIREMENT WAIVERS

- The Graduate Record Examination (GRE) may be substituted for the GMAT.
- Candidates with a master’s degree or higher from an accredited U.S. institution are exempt from the GMAT requirement.
- The GMAT may be waived for 5 years of relevant work experience.
- The GMAT is waived for students who have completed the certificate in business process innovation, the certificate in enterprise resource planning, the certificate in process leadership and transformation, or the certificate in accounting information systems and have earned at least a 3.3 cumulative grade point average.

PROGRAM OF STUDY

The requirements for the degree are:

- Three required courses in information systems.
- One required course in management.
- Three required courses in business process innovation.
- Courses within the specialized concentration track (accounting information systems or process leadership and transformation).

MSBPI FOUNDATION COURSE		Credits
MIS 290	Management Information Systems or equivalent	3.0

CORE COURSES (21 CREDITS)

BPI 600	Business Process Management: Modeling to Monitoring	3.0
BPI 620	Business Process Strategy & Innovation	3.0
BPI 650	Business Process Intelligence	3.0
IS 601 [†]	Business Process Analysis & Process Automation	3.0
IS 620	Database Systems	3.0

IS 650 [†]	Knowledge Management & Social BPM	3.0
MGT 680	Project Management	3.0

[†] SAP course

CONCENTRATION COURSES (9 CREDITS)

ACCOUNTING INFORMATION SYSTEMS (AIS) CONCENTRATION

Many traditional accounting functions are now embodied in accounting information systems that require a different combination of technical and financial expertise. The Accounting Information Systems (AIS) track is designed to enable students to design, use, and audit sophisticated accounting information systems and to act as consultants to advise organizations as to the liabilities and risks associated with changing technology. Emerging career opportunities in technology-related fields include electronic commerce, information technology auditing, business systems consulting, information risk assessment, and web assurance. These areas are going to be the key accounting market of the future.

MSBPI-AIS FOUNDATION COURSES

In addition to the basic foundation courses for the MSBPI, students pursuing the AIS track are expected to have knowledge of basic accounting and business law.

BUS 520 Accounting & Legal Environment of Business

CONCENTRATION REQUIREMENTS (9 CREDITS)

Students must complete *three* of the following:

ACCT 607	Internal Auditing	3.0
ACCT 630 ^{†*}	Accounting Information Systems	3.0
ACCT 632 [†]	ERP Systems: Profitability Analysis	3.0
ACCT 635	Information Technology Auditing	3.0
Elective **		3.0

[†] SAP course

*ACCT 630 may substitute for MGT 680 in the core curriculum for students pursuing the AIS track.

**Must be approved by the department head of accounting and information management.

Note: The School of Business Administration is an approved sponsor of Continuing Professional Education for Accountants and is registered with the Commonwealth of Pennsylvania Department of State Bureau of Professional and Occupational Affairs State Board of Accountancy.

PROCESS LEADERSHIP AND TRANSFORMATION (PLT) CONCENTRATION

Organizations worldwide continue to strive for efficient and effective business processes within their organization and between their business partners. However, many of these organizations are still struggling. A primary hindrance to success is the organization’s inability to lead process change across the organization and build a business process culture. This concentration offers a much needed coverage of how to lead business process transformation.

CONCENTRATION REQUIREMENTS (9 CREDITS)

MGT 622	Developing Management Skills	3.0
MGT 625	Management of Change	3.0
Elective *		3.0

*Must be approved by the department head of accounting and information management.

MASTER OF SCIENCE IN FORENSIC ACCOUNTING AND ANALYTICS

PURPOSE

The master of science in forensic accounting and analytics (MSFAA) is designed to equip students with advanced knowledge and skills in the area of financial investigation, including financial statement fraud detection, investigation, and prevention. The analytics aspect of the program provides students with the skills to develop and examine database systems, understand and use online analytical processing technology, and evaluate business process measurement, monitoring, and controls. Such skills are vital for the forensic accountant working within an organization (e.g., internal audit function), as well as those working in public accounting and government agencies (e.g., the FBI or SEC).

This program is ideal for undergraduate accounting majors pursuing the CPA who need to meet the 150-credit-hour requirement. It is also valuable for those who are interested in obtaining the AICPA's certified financial forensics (CFF) designation. To earn the CFF, one must already be a CPA. This program is also ideal for students pursuing the certified fraud examiner (CFE) designation, the certified internal auditor (CIA) designation or the certified information systems auditor (CISA) credential. For these designations, the program covers, in varying degrees, the major concepts tested on professional examinations. Candidates who do not have an undergraduate degree in accounting should consult the accounting and information management department head before applying to the program. There are significant foundation requirements for undergraduates who were not accounting majors.

ACADEMIC POLICIES AND STANDARDS

The academic policies and standards for the School of Business Administration apply to the MSFAA program. A candidate must complete a minimum of 31.5 credit hours of 600-level courses and maintain a minimum GPA of 3.0 to qualify for the degree. The minimum residency requirement is 25.5 semester hours. Students who have not earned the MSFAA degree during a period of seven years from the date of matriculation must have their academic standing reviewed by the MSFAA administration and may have to meet additional requirements to graduate.

ADMISSION REQUIREMENT WAIVERS

- The Graduate Record Examination (GRE) may be substituted for the GMAT.
- The GMAT may be waived for candidates with a master's degree or higher from an accredited U.S. institution.
- The GMAT may be waived for five years of relevant work experience.
- GMAT and GRE are waived for candidates with an earned designation of CMA, CPA, CIA, CFA, CFP, CFM, or CISA.
- The GMAT is waived for students who complete the certificate in accounting information systems and have earned at least a 3.3 cumulative grade point average.

PROGRAM OF STUDY

The program requires 31.5 credit hours for the degree:

- 9 credits in accounting
- 4.5 credits in finance/financial planning
- 12 credits in MIS/IS/BPI
- 6 credits of approved electives in accounting, taxation, or criminal justice.

CORE COURSES (25.5 CREDITS)

		Credits
ACCT 607	Internal Auditing & Assurance Services	3.0
ACCT 630	Accounting Information Systems	3.0
ACCT 655	Fraud Detection: Investigation & Detection	3.0
FP 601	Financial Fundamentals	1.5
FIN 630	Business Valuation	3.0
BPI 650	Business Process Intelligence	3.0
BUS 611	Information Systems	1.5
BUS 612	Data Collection, Mining, & Warehousing	1.5
IS 620	Database Systems	3.0
MIS 625	Data Mining & Warehousing	3.0

ELECTIVES—Choose two of the following (6 credits):

ACCT 635	Information Technology Auditing	3.0
ACCT 632	ERP Systems & Profitability Analysis	3.0
TAX 621	Tax Fraud & Penalties	3.0
CJ 603	White Collar Crime	3.0

MASTER OF SCIENCE IN TAXATION AND FINANCIAL PLANNING

OVERVIEW

The graduate program in taxation and financial planning is designed for practicing accountants and attorneys, recent finance and accounting majors, and others wishing to enter the field of taxation and financial planning. Emphasis is placed on planning for clients as well as technical competence in practical applications of the current tax law. Successful completion of the curriculum requirements will lead to the degree of master of science in taxation and financial planning (MSTFP).

MISSION

Widener University's MSTFP program is designed to prepare students to become effective tax and financial planners.

Goal 1—MSTFP students will be competent in the fundamentals of taxation and financial planning.

- *Objective 1:* Students will demonstrate an understanding of the suitability of various financial products using real-world examples.
- *Objective 2:* Students will interpret and apply the Internal Revenue Code, treasury regulations, and case law to real-world situations.

Goal 2—MSTFP students will be proficient in conducting tax research using primary sources of the law.

- *Objective 1:* Students will complete research problems using both electronic and hard copy resources in a tax research course.
- *Objective 2:* Students will properly research case study situations and prepare a well-written explanation of the tax law.

Goal 3—MSTFP students will be effective communicators.

- *Objective 1:* Students will successfully prepare oral presentations of the results of their research projects.
- *Objective 2:* Students will prepare well-written client letters and other client communications.

Goal 4—MSTFP students will be knowledgeable concerning the ethical responsibilities of a tax practitioner.

- *Objective 1:* Students will use Circular 230 and apply it to hypothetical situations.
- *Objective 2:* Using case studies, students will identify and examine issues involving ethics.

Goal 5—MSTFP students will have analytical skills that enable them to apply new and developing tax and financial planning principles.

- *Objective 1:* Students will analyze problems and identify planning opportunities through classroom exercises.

CERTIFIED FINANCIAL PLANNER

The MSTFP program is registered with the Certified Financial Planner Board of Standards, Inc. The CFP Board is a certifying organization whose mission is to benefit the public by fostering professional standards in personal financial planning. The completion of this program indicates completion of the education component of the CFP Board's CFP® certification program. To be certified and authorized to use the CFP®, Certified Financial Planner™, and CFP [with flame logo] certification marks, individuals must complete additional examination, experience, and ethics requirements.*

CFP®, CERTIFIED FINANCIAL PLANNER™, and CFP [with flame logo]® are certification marks owned by Certified Financial Planner Board of Standards, Inc. These marks are awarded to individuals who successfully complete CFP Board's initial and ongoing certification requirements.

**Widener University does not certify individuals to use the CFP®, CERTIFIED FINANCIAL PLANNER™, and CFP [with flame logo]® certification marks. CFP certification is granted solely by the Certified Financial Planner Board of Standards, Inc., to individuals who, in addition to completing an educational requirement such as this CFP Board-registered program, have met ethics, experience, and examination requirements.*

ADMISSION REQUIREMENT WAIVERS

Holders of a CPA license, CFP designation, or other credible licenses and designations are exempt from the GMAT requirement. Applicants who have completed the certificate in financial planning or the certificate in taxation program with a **minimum** cumulative GPA of 3.3 are exempt from the GMAT requirement.

ACADEMIC POLICIES AND STANDARDS

All academic policies and standards for the School of Business Administration apply to the MSTFP program.

RESIDENCY REQUIREMENTS AND DEGREE ELIGIBILITY

Students must complete the minimum residency requirement of 27 credits in the MSTFP core and elective courses, maintain a minimum GPA of 3.0 in all 600-level courses, and complete all credit and professional membership requirements to qualify for the MSTFP degree.

PROGRAM OF STUDY

The requirements for the degree are:

- Core requirements (24 credits)
- Elective requirements (9 credits)
- Professional membership requirements

FOUNDATION REQUIREMENTS (0–3 CREDITS)

- BUS 520 Accounting and Legal Aspects of Business (3 credits). Required of those students who have not satisfactorily completed six credits of undergraduate accounting coursework. Students with only three credits of undergraduate coursework in accounting may elect to take TAX 602 Tax Accounting as a directed elective in the MSTFP program in place of BUS 520.

- Students without three credits of undergraduate coursework in taxation are required to take TAX 602 Tax Accounting, as a directed (free) elective in the MSTFP program.

Foundation requirements may be satisfied by completion of prior undergraduate work. Courses should be completed prior to enrolling in the advanced portion of the MSTFP program.

REQUIRED COURSES (24 CREDITS)

FP 600	Overview of Financial Planning	1.5
FP 601	Financial Fundamentals	1.5
TAX 603	Federal Income Tax for Financial Planning	3.0
FIN 604	Securities Analysis & Investment Management	3.0
TAX 610	Tax Research	1.5
TAX 611	Federal Corporate Taxation & the Law of Business Entities	3.0
TAX 612	Federal Estate & Gift Taxation	3.0
TAX 619	Pensions & Retirement Planning	3.0
FP 633	Insurance Products & Planning	3.0
FP 695	Comprehensive Financial Plan	1.5

ELECTIVE COURSES (9 CREDITS)

Students select nine credits from 600-level courses in TAX, FP, FIN, BLAW, or ACCT. Courses outside of these areas must be approved by the department head of economics, finance, and taxation.

PROFESSIONAL DEVELOPMENT MEMBERSHIP ASSOCIATION

- All students enrolled in the *on-campus* MSTFP degree program or the *on-campus* TAX or CFP Certificate™ are **required** to become members of one of the most prominent associations in the financial services industry—the Society of Financial Service Professionals (SFSP). The association has agreed to offer substantially reduced annual student rates. The SBA graduate programs office has application information for this group.
- Selected FP and TAX courses integrate the resources (e.g., journals, newsletters, webinars) available only to association members to ensure that students can obtain leading edge information from financial and tax experts.
- If you are already a member of this organization, please provide the graduate office with your membership number for our files.

DUAL DEGREE PROGRAMS

The following dual degree programs are currently being offered:

JD/MBA with School of Law

MEng/MBA with School of Engineering

PsyD/MBA with Graduate Clinical Psychology

PsyD/MBA-HCM with Graduate Clinical Psychology

MD/MBA-HCM with Jefferson Medical College of Thomas Jefferson University

JD/MBA

The Widener University School of Law and School of Business Administration have a dual degree program designed to grant the JD/MBA degree within four years. In addition to saving time, the combined degree program results in a fully integrated curriculum where the disciplines of law and business administration complement each other, affording students an opportunity to grasp the relationships more readily than if each field were studied separately.

Students interested in the combined program should apply for admission separately to both the School of Law and the School of Business Administration. The independent admission procedures of both divisions of the university must be followed. This includes taking both the Law School Admission Test (LSAT) and the Graduate Management Admission Test (GMAT). Acceptance by both divisions is required before formal admission to the dual degree program may be granted.

Law students interested in the dual degree program should submit an application to the SBA Graduate Programs Office by January of their first year.

MBA students interested in the dual degree program should submit an application to the School of Law as soon as possible. Students must be matriculated in the law school prior to completing the last 9 credits of the MBA.

Details on the dual JD/MBA program are available in a separate program brochure. For more information, contact the Law School or the SBA Graduate Programs Office .

MENG/MBA

The Schools of Engineering and Business Administration have collaborated to offer a program for engineers who have managerial and technical responsibilities. Completion of the required curriculum leads to the degrees of master of engineering and master of business administration. MBA candidates must take the GMAT or qualify for a waiver, and acceptance by both schools must be granted before formal admission to the MEng/MBA program is completed. Students interested in this dual degree program should apply to both the School of Engineering and the School of Business Administration.

PSYD/MBA-HCM & PSYD/MBA

Dual degree programs are available for those students wishing to earn the PsyD and the MBA-HCM or the PsyD and the MBA. The student receiving dual degrees can expect a wider range of opportunities in clinical psychology and the health care management marketplace.

Students must be admitted by both the School of Human Service Professions and the School of Business Administration.

PURPOSE

These dual degree programs are based on the premise that the mental health and medical care fields are in need of well-trained leaders and advocates who integrate psychological and business organizational knowledge.

The program integrates the two fields in order to deal more effectively with issues related to managing, programming, and advocating services in health and mental health; addressing complex organizational/professional needs; dealing with and promoting regulations as they have an impact on professional organizations, their needs, and resources.

The MBA-HCM and MBA are offered by the university's School of Business Administration, and the doctor of psychology (PsyD) is offered by the university's Institute for Graduate Clinical Psychology. The business/psychological training is designed to enable graduates to pursue a variety of career choices, including director-administrator, teacher, consultant, advocate, policy maker, and clinical psychologist.

COURSE TRAINING

Students spend five years in full-time residence in the Institute for Graduate Clinical Psychology. Within that time frame, the business program can be completed by adding courses in each

semester, including summer. In addition to fulfilling the essential requirements of the separate degrees, students are required to participate in a number of noncredit learning experiences that are specifically designed to help them integrate their training and develop unique skills. Students are expected to earn their dual degree within five years of study.

ADMISSION

The applicant must possess a BA or BS degree from an accredited institution. A major in psychology is desirable but not essential. Evaluation of the student's ability to do graduate work is based upon academic performance and high scores in the Graduate Record Exam (GRE). Personal character, attributes of emotional maturity and stability, and capacity for relating to and working with other people are major factors evaluated in reviewing applicants. Evidence for these attributes is sought from records of past performance, letters of reference, work history, and a personal interview. Applicants to these programs must be accepted by both the Institute for Graduate Clinical Psychology and the School of Business Administration. For admissions information, contact the Institute for Graduate Clinical Psychology, Widener University, One University Place, Chester, PA 19013.

ACCREDITATIONS

The MBA-HCM and MBA are accredited by AACSB International—The Association to Advance Collegiate Schools of Business. The MBA-HCM is also accredited by the Commission on Accreditation for Healthcare Management Education (CAHME) and the department is an associate member of the Association of University Programs in Health Administration. The PsyD program and its clinical internship are fully accredited by the American Psychological Association.

MD/MBA-HCM

Jefferson Medical College of Thomas Jefferson University and the Widener University School of Business Administration have a joint program designed to grant the MD/MBA-HCM degrees within five years. As the health care system has become more complex, the need for physician managers has grown. The dual program is designed to prepare physician managers who will operate in the interface between clinical practice and management. The physician-manager will be trained to make decisions that consider the balance among quality, access, cost effectiveness, and efficiency.

The curriculum in Widener's MBA-HCM program recognizes the paradigm shift the health care industry is undergoing. The locus of care is moving from in-patient hospital settings to managed care organizations, ambulatory care, home care, and long-term care. There is an increased imperative to balance quality, access, and expenditures. In addition to developing management skills, the programs emphasize an understanding of the issues confronting the various sub-sectors of the health care industry.

ADMISSION

Two admission processes are used. The student must first follow the admission application guidelines established by Jefferson Medical College. Second, students accepted by Jefferson Medical College must be recommended by the dean of Jefferson Medical College for the MD/MBA-HCM dual degree program. The applicant will be reviewed by the Department of Management and Health Care Administration at Widener University upon receipt of application. Scores from the Medical College Aptitude Test (MCAT) may be substituted for the Graduate Management Aptitude Test (GMAT). The applicant must possess a BA or BS degree from an accredited institution.

ACCREDITATIONS

Jefferson Medical College is accredited by the Accreditation Council on Graduate Medical Education. The Widener MBA-HCM program is accredited by the Commission on Accreditation for Healthcare Management Education and by AACSB International—The Association to Advance Collegiate Schools of Business. The program is an associate member of the Association of University Programs in Health Administration.

ACCELERATED DEGREE PROGRAMS

ACCELERATED BS/MBA, BS/MS

For outstanding students in the School of Business Administration undergraduate programs, this is an accelerated path to obtaining a bachelor's degree and a master's degree. Qualified students in their junior year may apply for acceptance to the program. This applies to the MBA, MSBPI, and MSTFP programs.

- All foundation courses should be completed in the bachelor's degree program.
- The GMAT must be taken before the completion of the bachelor's degree.
- Two graduate courses can be taken to complete the bachelor's degree and be counted toward the master's degree.
- First contact your undergraduate advisor and after determining your eligibility contact the SBA graduate business programs office in room 138 in Leslie C. Quick Jr. Center.

CPA: 150-CREDIT-HOUR REQUIREMENT IN PENNSYLVANIA

For students who are aspiring to be a CPA in Pennsylvania and most other states, each graduate program will provide the credits needed to meet the 150-credit-hour requirement. In Pennsylvania, 36 credit hours in accounting and business related subjects (e.g., finance, business law) are required as part of the 150 credit hours. If you have questions concerning the 150-credit-hour requirement, please contact the department head of accounting and information management.

CERTIFICATE PROGRAMS

ADMISSION

Persons who have earned a baccalaureate degree from an accredited college or university with a cumulative GPA of at least 2.5 are invited to apply for a certificate program. Applicants should:

- Complete the application online.
- Have official transcripts sent from previous colleges and universities attended.
- Submit two letters of recommendation.

All inquiries should be directed to the SBA graduate programs office: phone, 610-499-4305; fax, 610-499-4615; or e-mail, sbagradv@mail.widener.edu.

TRANSFER OF CREDIT

Courses taught in the certificate program are equivalent to their counterparts offered in the MBA, MSBPI, MSFAA or MSTFP programs. Academic credit earned in the certificate program is fully transferable to the degree program. Please note, completion of the certificate program with a cumulative GPA of 3.3 may

waive the GMAT for admission to the MSBPI, MSFAA, or MSTFP program.

CERTIFICATE IN ACCOUNTING INFORMATION SYSTEMS

PURPOSE

Many traditional accounting functions are now embodied in accounting information systems that require a different combination of technical and financial expertise. The accounting information systems (AIS) concentration is designed to enable students to design, use, and audit sophisticated accounting information systems and to act as consultants to advise organizations as to the liabilities and risks associated with changing technology. Emerging career opportunities in technology-related fields include electronic commerce, information technology auditing, business systems consulting, information risk assessment, and web assurance. These areas are going to be the key accounting market of the future.

CERTIFICATE REQUIREMENTS

Credits

Students must complete **four** of the following:

ACCT 607	Internal Auditing	3.0
ACCT 630 [†]	Accounting Information Systems	3.0
ACCT 632 [†]	ERP Systems: Profitability Analysis	3.0
ACCT 635	Information Technology Auditing	3.0
Elective approved by the department head of accounting and information management		3.0

[†] SAP course

Note: Widener University School of Business Administration is an approved sponsor of Continuing Professional Education for Accountants and is registered with the Commonwealth of Pennsylvania Department of State Bureau of Professional and Occupational Affairs State Board of Accounting.

Prerequisites may be necessary and are the responsibility of the student. A minimum cumulative GPA of 3.0 must be maintained with no more than one grade of C or lower.

CERTIFICATE OF ADVANCED GRADUATE STUDIES

PURPOSE

In the fast changing business world, there often arises the need to add additional capability to one's career skills. For those students who have completed a master's degree in business, the certificate of advanced graduate studies (COAGS) offers this opportunity.

CERTIFICATE REQUIREMENTS

- Four 600-level courses, three of which must be in an option.
- Previous master's degree in business.
- Foundation prerequisites if not previously satisfied.
- A 3.0 GPA must be maintained in the four courses.

OPTIONS

Options include accounting, financial administration, general, health care management, human resource management, information systems, management information systems, marketing management, and taxation.

CERTIFICATE IN BUSINESS PROCESS INNOVATION

PURPOSE

Business process management centers on understanding the need to change the focus of organizations from functional silos to integrated end-to-end business processes in order to gain a competitive advantage.

CERTIFICATE REQUIREMENTS Credits

Students must complete the following courses:

BPI 600	Business Process Management: Modeling to Monitoring	3.0
BPI 620	Business Process Strategy & Innovation	3.0
BPI 650	Business Process Intelligence	3.0
IS 601	Business Process Analysis & Process Automation	3.0

Elective approved by the department head of accounting and information management 3.0

Widener University has been named a "Center of Excellence for Business Process Innovation" by SAP and Software AG since 2003.

CERTIFICATE IN ENTERPRISE RESOURCE PLANNING (ERP)

PURPOSE

This certificate program is designed for professionals who are interested in enhancing their knowledge and understanding of enterprise systems and to obtain hands-on experience.

CERTIFICATE REQUIREMENTS 12 Credits

Students must complete **four** of the following:

ACCT 630	Accounting Information Systems	3.0
ACCT 632	ERP Systems: Profitability Analysis	3.0
IS 601	Business Process Analysis & Process Automation	3.0
IS 650	Information & Knowledge Management	3.0
MGT 651	Supply/Value Chain Management with SAP R/3 Applications	3.0
MKT 642	Technology in Marketing	3.0

Elective approved by the department head of accounting and information management 3.0

Prerequisites may be necessary and are the responsibility of the student. A minimum cumulative GPA of 3.0 must be maintained (with no more than one grade of C or lower).

All of the above courses have significant assignments on SAP, one of the world's largest ERP software vendors. Widener is a member of the SAP University Alliance and has been offering ERP courses using SAP software since 1999. More than 250 graduates have participated in the program. The certificate courses, when taken as part of a matriculated degree program, result in a Certificate of Recognition from SAP, Inc.

CERTIFICATE IN FINANCIAL PLANNING

PURPOSE

This certificate program is designed for professionals who are interested in enhancing their knowledge of financial planning.

The certificate in financial planning program at Widener University is registered with Certified Financial Planner Board of Standards, Inc. (CFP Board). As a CFP Board-registered program, the courses satisfy CFP Board's education requirement, enabling students who complete the prescribed curriculum to sit for the CFP® Certification Examination. Successful completion of this exam, along with other requirements, allows the candidate to use the CFP marks. The specified curriculum is a nondegree program.*

CFP®, CERTIFIED FINANCIAL PLANNER™, and CFP [with flame logo]® are certification marks owned by Certified Financial Planner Board of Standards, Inc. These marks are awarded to individuals who successfully complete CFP Board's initial and ongoing certification requirements.

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logo]® certification marks. CFP certification is granted solely by the Certified Financial Planner Board of Standards, Inc., to individuals who, in addition to completing an educational requirement such as this CFP Board-registered program, have met ethics, experience, and examination requirements.

CERTIFICATE REQUIREMENTS Credits

Students must complete the courses listed below:

FIN 604*	Securities Analysis & Investment Management	3.0
FP 600	Overview of Financial Planning in the Information Age	1.5
FP 634	Insurance Products & Planning	3.0
FP 695	Comprehensive Financial Planning	1.5
TAX 603	Federal Income Tax for Financial Planning	3.0
TAX 612	Federal Estate & Gift Taxation	3.0
TAX 619	Pensions & Retirement Planning	3.0

PROFESSIONAL DEVELOPMENT

MEMBERSHIP ASSOCIATION

- All students enrolled in the *on-campus* MSTFP degree program or the *on-campus* TAX or CFP Certificate™ are **required** to become members of one of the most prominent associations in the financial services industry—the Society of Financial Service Professionals (SFSP). The association has agreed to offer substantially reduced annual student rates. The SBA graduate programs office has application information for this group.
- Selected FP and TAX courses integrate the resources (e.g., journals, newsletters, webinars, etc.) available only to association members to ensure that students have the opportunity to obtain leading edge information from financial and tax experts.
- If you are already a member of this organization, please provide the graduate office with your membership number for our files.

CERTIFICATE IN HEALTH CARE MANAGEMENT

PURPOSE

There is a critical need for well-trained and competent managers in the health care industry. Intense competition, spiraling costs, and scarcity of resources have fueled the demand for health care leaders who can position their firms for greater success and motivate their employees to higher levels of performance.

Most health care organizations have a pool of talented employees who, with appropriate additional training, can step into this leadership role. To move into the managerial ranks, these people must understand the economics and financing of health care, learn how to design and implement cost-effective health care processes, and develop the interpersonal skills needed to manage a professional workforce.

The certificate in health care management is designed to provide such knowledge and skills through a high quality educational experience. It is ideally suited for individuals who would like to prepare for management positions in the health care industry but do not, at this time, want to pursue a graduate degree in the field.

ADMISSION

Persons who have earned a baccalaureate degree from an accredited college or university with a cumulative GPA of at least 3.0 are invited to apply for the certificate program. Applicants should:

- Complete the application.
- Pay the application fee (\$25 nonrefundable).

- Have an official transcript sent from previous colleges attended.
- Submit two letters of recommendation.

TRANSFER OF CREDIT

Courses taught in the certificate program are equivalent to their counterparts offered in the MBA-HCM program. Academic credit earned in the certificate program is fully transferable to the MBA-HCM.

CERTIFICATE REQUIREMENTS

Students must take one required course and nine additional credits from the following list. Satisfactory completion of the courses is required to receive the certificate. Students without an appropriate undergraduate foundation in some business-related disciplines may have to take additional foundation courses. (See course descriptions for prerequisites.)

Required Course	Credits
HCM 601 Health Care Policy	3.0
Electives (select nine credits from the following)	
HCM 670 Intro. to Legal Issues in Health Care Mgmt.	1.5
HCM 671 Managing Community Health	1.5
HCM 672 Costs, Access, and Quality	3.0
HCM 673 Financial Management in Health Care	1.5
MGT 622 Developing Management Skills	3.0
MHR 601* Human Resource Management	3.0

*Note: This course is not required for the HCM concentration within the MBA program.

CERTIFICATE IN HUMAN RESOURCE AND ORGANIZATIONAL LEADERSHIP

PURPOSE

As businesses become more competitive, HR professionals are being called upon to perform human capital management functions that go beyond traditional personnel-related activities such as payroll and benefits management. This expanded HR role requires skills in a variety of areas such as workforce planning and talent management, leadership and organizational development, performance management, and change and strategic management.

The certificate in human resource and organizational leadership is designed to provide these skills. It is ideally suited for professionals who need the skills and knowledge to assume the expanded HR role but who do not, at this time, wish to pursue a graduate degree in the field.

CERTIFICATE REQUIREMENTS

Required Course	Credits
MGT 622 Developing Management Skills	3.0
MGT 625 Management of Change	3.0
MGT 635 Strategic Management of Diversity	3.0
MGT 680 Project Management	3.0

CERTIFICATE IN TAXATION

PURPOSE

This certificate program is designed for professionals who are interested in enhancing their knowledge of taxation at a graduate course level without earning a master's degree.

CERTIFICATE REQUIREMENTS

- Four 600-level courses in taxation, finance, or financial planning.
- Prerequisites may be necessary and are the responsibility of the student.

- A minimum cumulative GPA of 3.0 must be maintained (with no more than one grade of C or lower).

PROFESSIONAL DEVELOPMENT MEMBERSHIP ASSOCIATION

- All students enrolled in the *on-campus* MSTFP degree program or the *on-campus* TAX or CFP Certificate™ are **required** to become members of one of the most prominent associations in the financial services industry—the Society of Financial Service Professionals (SFSP). The association has agreed to offer substantially reduced annual student rates. The SBA graduate programs office has application information for this group.
- Selected FP and TAX courses integrate the resources (e.g., journals, newsletters, webinars, etc.) available only to association members to ensure that students have the opportunity to obtain leading edge information from financial and tax experts.
- If you are already a member of this organization, please provide the graduate office with your membership number for our files.

Courses

ACCOUNTING

ACCT 607 INTERNAL AUDITING AND ASSURANCE SERVICES

Theory and application of modern management-oriented internal auditing. Emphasis is placed on the Institute of Internal Auditors, Code of Ethics and Standards. The course also focuses on the interaction between the internal and external auditors in an organization. Areas reviewed include operational audits, internal control, environmental audits, and strategic auditing. The case approach and group presentations are used extensively. Prerequisite: BUS 520 or equivalent. *3 semester hours*

ACCT 630 ACCOUNTING INFORMATION SYSTEMS

This course examines the role of accounting information systems in organizations. The primary focus is on using information technology to provide relevant accounting information to managers for use in planning, performance evaluation, and corporate governance. Particular emphasis is placed on valuation procedures for investments in IT, including enterprise systems, knowledge management systems, and interorganizational (B2B) systems. Emphasis is also placed on the role of accounting in enterprise risk management and internal control. Intra- and interorganizational budgeting and collaborative planning are also explored. SAP software is used in this course. Prerequisite: BUS 520 or equivalent. *3 semester hours*

ACCT 632 ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS: PROFITABILITY ANALYSIS

This course is designed for the managers who are responsible for the capture and analysis of profitability information. SAP software is used in the course. The course begins with understanding the four basic financial statements and how information is gathered to derive the numbers reported on those statements. Further study is given to how these numbers can be manipulated to control financial profitability. The course then covers other profit determinates: sales and production planning, product costing (including activity-based costing), cost and profit centers, target

costing, customer profitability analysis, and small business performance measurement. Multiple hands-on assignments are performed using several of the SAP Application Modules. Prerequisites: IS 601 or ACCT 630 and BUS 520 or equivalent. *3 semester hours*

ACCT 635 INFORMATION TECHNOLOGY AUDITING

This course examines the procedures and risks associated with the dynamic and growing area of information systems auditing. Topics include examination of the internal control framework, documentation techniques, assessment of management and application controls, risk assessment, and evidence collection and evaluation. Current SAS are covered in addition to current topics from the literature. Prerequisite: BUS 520 or equivalent. *3 semester hours*

**ACCT 655 FRAUD DETECTION:
INVESTIGATION AND PREVENTION**

This course introduces managers, accountants, and auditors to fraud and the techniques used to detect and deter fraud. Topics covered include fraud examination, internal fraud, forensic accounting, and financial statements fraud. Case studies of actual incidents of fraud are discussed including how the frauds were perpetrated, concealed, and detected. Discussion focuses on the body of knowledge developed in the fields of accounting, law, investigation, and criminology that deal with fraud. Prerequisite: BUS 520 or equivalent (an undergraduate auditing course is recommended but not required). *3 semester hours*

BUSINESS

BUS 510 APPLIED QUANTITATIVE ANALYSIS

This course provides students with a basic understanding of the tools of algebra and calculus. The course also introduces students to the concepts and methodology of statistical analysis that enables them to make decisions using quantitative tools. Prerequisites: None. *3 semester hours*

**BUS 518 APPLIED QUANTITATIVE ANALYSIS—
SELF-STUDY (SAME AS BUS 510)**

This course is the same as BUS 510, but in a self-study format. Prerequisite: None. *3 semester hours*

**BUS 520 ACCOUNTING AND LEGAL
ENVIRONMENT OF BUSINESS**

This course is designed for graduate students with little or no prior experience in accounting. The course familiarizes students with the fundamentals of external financial reporting for business enterprises and not-for-profit entities. The financial accounting segment of the course focuses on the preparation, analysis, and limitations of financial statements in accordance with U.S. generally accepted accounting principles (GAAP). The conceptual framework that serves as the basis on which financial reporting standards are developed is also discussed. A brief overview of international financial reporting standards (IFRS) is also provided. The managerial accounting segment of the course covers such internal reporting issues as break-even analysis, capital budgeting, cost behavior patterns, and cost allocation. The legal component of the course addresses the formation of different types of business entities (e.g., corporation and partnership) and the regulatory role that the SEC, PCAOB, and Sarbanes-Oxley play in financial reporting. Prerequisite: None. *3 semester hours*

**BUS 528 ACCOUNTING AND LEGAL ENVIRONMENT OF
BUSINESS—SELF-STUDY (SAME AS BUS 520)**

This course is the same as BUS 520, but in a self-study format. Prerequisite: None. *3 semester hours*

BUS 531 PRINCIPLES OF MICROECONOMICS

Directed toward students with little or no preparation in economics, this course focuses primarily on principles of microeconomic analysis as applied to management decision making in both the private and public sectors. This course is devoted to examining the operations of output (product) and input (resource) markets as they relate to the demand and supply decisions by households and businesses, and to trade with other countries. Topics include demand elasticities and revenue strategies, production and cost functions, price-output decision making in different types of market structures, input pricing and usage in various factor markets, and determinants of international trade. Prerequisite: None. *1.5 semester hours*

BUS 532 PRINCIPLES OF MACROECONOMICS

Directed toward students with little or no preparation in economics, this course focuses primarily on principles of macroeconomic analysis as applied to management decision making in both the private and public sectors. This course is based on analyzing the determinants of an economy's levels of output, income, employment, and prices. In addition, the overall economic impacts of government fiscal and monetary policies are studied. Topics include domestic income and product accounts, basic consumption and investment theories, fiscal and monetary policies for economic stabilization, inflation-unemployment tradeoff controversies, federal government budget deficits and debt management issues, and the macroeconomic impact of international trade. Prerequisite: None. *1.5 semester hours*

**BUS 536 PRINCIPLES OF MICROECONOMICS—
SELF-STUDY (SAME AS BUS 531)**

This course is the same as BUS 531, but in a self-study format. Prerequisite: None. *1.5 semester hours*

**BUS 537 PRINCIPLES OF MACROECONOMICS—
SELF-STUDY (SAME AS BUS 532)**

This course is the same as BUS 532, but in a self-study format. Prerequisite: None. *1.5 semester hours*

**BUS 550 ORGANIZATION BEHAVIOR
AND MANAGEMENT**

This course provides students with the foundations of management. It covers the functions, roles, and skills of management; basic concepts in organizational behavior and dynamics; and an introduction to strategic management. The theories, models, and issues addressed serve as the building blocks of knowledge that students will need and use in more advanced courses in the core MBA program. Prerequisite: None. *1 semester hour*

BUS 560 FINANCIAL FOUNDATIONS FOR MANAGERS

The primary objective of this course is to expose students to a broad foundational survey of the finance discipline. This broad exposure enables participants to improve communication with finance professionals, contribute to financial decisions, and better understand financial statements. The course covers topics in the area of financial institutions, investments, and business finance. It is expected that at the end of the course, students will have received an integrated perspective of how business and individuals are affected by markets and institutions and how markets and institutions can be used to achieve the goals of individuals and businesses. *3.0 semester hours*

BUS 598 BUSINESS INTERNSHIP

This course provides graduate students with the opportunity to obtain practical experience by applying the knowledge gained through their coursework in a business environment. Students work in a position relevant to their major field of study for a minimum of 24 hours per week for 10 weeks. Documentation for the internship includes learning objectives, term paper on employer and/or current issues in the industry, weekly journal entries, and an end of internship evaluation. Students can complete a maximum of two internships, each with its own distinct learning experience. This course is meant to complement and enrich the academic experience. It can only be taken pass/no pass and cannot be applied to graduation requirements. Prerequisite: Students must have completed 9 credits in the graduate program and have a GPA of 3.0 or higher. *2 semester hours*

BUS 601 LEADERSHIP

The business world is changing dramatically. Globalization, deregulation, e-business, off-shoring, virtual work, and knowledge-based competition are just some of the trends that are redefining organizations and forcing both workers and managers to adapt to new ways of working. Add to this the growing economic and political uncertainty, threats to security, and widespread ethical scandals, and you have a situation in which organizations are struggling to keep people grounded, focused, and motivated to perform—a situation that calls for strong leaders at all levels of the organization. This course deals with the core aspects of managing and leading in today's demanding business environment—how to create a compelling vision and inspire people to achieve it; how to develop an effective leadership style; how to build relationships and manage people on a one-to-one basis; how to influence group behavior and build effective teams; and how to design high-performing organizations. Students develop the competencies needed to lead contemporary organizations in an ethical, effective, and socially responsible manner. This course must be taken in the first semester. Prerequisite: BUS 550 or equivalent. *1.5 semester hours*

BUS 602 STRATEGIC PLANNING

Strategic planning addresses the central challenge facing any business organization—how to gain a sustainable competitive advantage over rivals. It provides answers to questions such as: What businesses should the firm be in? Producing which products and services? Serving which customers? In which geographical areas? With what resources and capabilities? Such questions are especially critical in the current environment where competitors are constantly reinventing themselves, where customers have become more informed and powerful, and where technology is changing how business is done.

This is a “big picture” course that helps students understand how the total enterprise works. It identifies activities that must be performed to achieve success in the marketplace. Accordingly, it can be considered a roadmap for the rest of the core MBA program, helping students understand how various business functions and techniques work together to make the company a winner in the game of business. Students learn how the environment impacts the firm and its prospects for success, how resources and capabilities serve as sources of competitive and corporate advantage, how corporate and business strategies create value for the firm, and how such value is captured at the bottom line through effective implementation of human capital, IT, and organizational capital initiatives. This course equips students with the tools for crafting a well-conceived strategy and

executing it competently. Students develop skills in industry analysis, in sizing up a company's standing in the marketplace, and evaluating its ability to go head-to-head with the competition. This course must be taken in the first semester. Prerequisite: BUS 550 or equivalent. *1.5 semester hours*

BUS 611 INFORMATION SYSTEMS

The Information Age has had profound implications on the structure, management, and strategies of modern organizations. This course examines these transformations with particular emphasis on information systems (IS) as an enabler and driver of corporate strategy, electronic business and inter-organizational information systems, business intelligence and knowledge management, and the issues and challenges of managing information technology. This course is only offered in the fall semester and must be taken in sequence with BUS 612. *1.5 semester hours*

BUS 612 DATA COLLECTION, MINING, AND ANALYSIS

Data is at the core of effective business decision-making. This course focuses on data from collection and consolidation through analysis and modeling with particular emphasis on decision theory and data mining techniques. Ensuring data validity, reliability, security, and privacy are critical to protecting data—a vital organizational asset—and are emphasized. This course is only offered in the fall semester. Prerequisite: BUS 611. *1.5 semester hours*

BUS 620 CUSTOMER AND MARKET PERSPECTIVES

This course is designed to give students a solid conceptual understanding of the elements of marketing and marketing planning. Students learn to assess customer opportunities, implement solutions, and manage customer interactions through value creation strategies. Problems and practices in marketing are studied through in-depth reading of current literature and projects. This course is taken in sequence with BUS 630. Prerequisite: Foundation courses. *1.5 semester hours*

BUS 630 MANAGING HUMAN CAPITAL

Human capital has become the world's most sought after resource. The shortage and mismanagement of talent is causing serious problems. Despite company claims that ‘people are their most important asset,’ the workforce is often the most underperforming asset in many businesses. So what is the implication for line managers? Human capital management can no longer be thought of as the old specialized staff function we knew of as “personnel”. Attracting, developing, motivating, and retaining good people is now seen as a core responsibility of every manager whose job is to achieve results through others. Intellectual capital has replaced financial capital as the most scarce and strategic resource, and managers must take charge of it as responsibly and effectively as they manage financial assets. Line managers and HR professionals are jointly responsible for the management and performance of employees, and they share accountability for workforce success.

This course teaches students how to create a workforce with the mindset, competencies, behaviors, and culture needed to execute the firm's strategy. It views the workforce as a source of value creation and sustainable competitive advantage, not as a cost to be minimized. Students learn to develop human capital management systems that enable better coordination of effort, maximize employee performance, and inspire desired levels of change. Students acquire skills in human capital assessment, talent management, work design, performance management, and diversity, culture, and change management. MBA students take this course in sequence with BUS 620. Prerequisite: Foundation courses. *1.5 semester hours*

BUS 640 PROCESS MANAGEMENT

This course provides students with knowledge, skills, tools, and techniques to develop and improve processes and systems needed for organizations to succeed. Topics span all Baldrige criteria, starting with leadership and strategy and ending with improved business results. The course begins with a macro-overview of the markets in which organizations interact. Students learn how to create agile organizations that can rapidly identify customer needs and develop processes that facilitate the products and services demanded by customers.

A key part of this course is understanding and measuring processes so that they can be improved to consistently meet customer requirements. To achieve this, process analysis and measurement techniques developed from a variety of disciplines, including quality improvement, management science, and managerial accounting, are discussed and demonstrated. These include process and work redesign, LEAN, TQM/CQI, Six Sigma, ISO9000, Baldrige Award Criteria, PDCA, and activity-based costing. Students learn how to apply tools such as control charts, Pareto charts, affinity and fishbone diagrams, and force field analysis.

To obtain an integrative perspective, students analyze the entire value chain. This includes the demand chain where they apply forecasting and marketing concepts to predict the quantity demanded and the shifts in what is demanded. Students also study supply chains to ensure they can deliver what customers want, when they want it, at a competitive price. Enterprise resource planning systems are covered later in the course as an integrating mechanism. Finally, students cover benchmarking as a tool that measures and compares performance, leading to improved results. Prerequisites: BUS 601, 602, 611, 612, 620, and 630. *3 semester hours*

BUS 650 MODELING AND FORECASTING

This course examines the fundamentals of effective modeling and statistical forecasting methods, with a major focus on the use of time series data. Through case study analysis, students apply concepts and techniques to actual business situations using real world data such as corporate revenue and monthly product demand. With students placed in the decision-making role, forecasting applications are studied in the areas of financial analysis, marketing, operations planning, and international management. This course is taken in sequence with BUS 660. Prerequisites: BUS 601, 602, 611, 612, 620, and 630. *1.5 semester hours*

BUS 660 FINANCIAL ANALYSIS

This course is designed to introduce students to accounting and finance concepts as they relate to business valuation and mergers and acquisitions. The course focuses on financial reporting and tax issues associated with business combinations and consolidated financial statements. In addition, the course covers capital structure and the cost of capital and applies these concepts to capital budgeting decisions in the context of mergers and acquisitions. Business valuation issues, including approaches to valuing a firm, are an important segment of the course. This course is taken in sequence with BUS 650. Prerequisites: BUS 601, 602, 611, 612, 620, and 630. *1.5 semester hours*

BUS 700 MANAGING FOR RESULTS

This capstone course focuses on the most vital task of a manager—managing the organization for superior results. This task involves setting the organization on the right strategic path, creating a set of appropriate measures and guidance systems, developing an integrated set of functional strategies that work together to give the firm a competitive advantage, and finding new ways to

generate greater value through innovation, new market creation, and globalization. To manage for results, managers have to play the role of integrator, innovator, and global strategist. In this course, students learn how to do all three.

As integrators, managers ensure that various parts of the firm work together in harmony. They make sure that actions in one part of the company do not counteract those in another part, that production and marketing choices are aligned, and that new products launched by the firm complement the old. As innovators, managers find new ways to generate revenue for the firm. They go beyond existing competition to develop new market spaces and find new ways to create value for the customer. As global strategists, managers identify and leverage opportunities that emerge in the global economy. They use arbitrage, adaptation, and aggregation strategies to tap into global markets and profit from international operations.

BUS 700 helps students develop skills to reconfigure organizational functions and integrate cross-functional decisions for competitive advantage. Students learn to develop value curves that will take the firm into new and less competitive market spaces. They become proficient at developing global strategy. To do all this, students draw upon and integrate the knowledge that they acquired in previous MBA courses. Prerequisite: Completion of all core business courses. *3 semester hours*

BUSINESS PROCESS INNOVATION

BPI 600 BUSINESS PROCESS MANAGEMENT: MODELING TO MONITORING

In an effort to become leaner and improve responsiveness to the customer in a volatile economic time, organizations of the 21st century are putting more emphasis on process-centric approaches and are viewing the key to success as lying in business process management (BPM). BPM is a discipline involving the practice of improving the efficiency and effectiveness of organizations by focusing on and automating business processes, thereby creating agile processes to consistently achieve competitive advantage. This course is an introduction and overview of BPM. The concepts, fundamentals, methods, and organizational impact of BPM are emphasized. The phases of BPM are examined, which include process strategy, process definition, process implementation, process controlling, and process transformation. The course covers the general methodologies and information technologies used in each of these phases for successful BPM initiatives. Case studies are used to help students gain a fundamental understanding of BPM and the surrounding issues in organizations. Prerequisite: None. *3 semester hours*

BPI 620 BUSINESS PROCESS STRATEGY AND INNOVATION

The primary focus of this course is on the integration of business-process knowledge and skills for creating a holistic understanding and application of process innovation strategy. Participants in the course acquire knowledge of strategic process innovation and critical thinking through intensive analysis of case studies, simulations of process innovation strategies, and discussions with industry practitioners on real-life situations. The balanced scorecard is introduced as a strategy tool, and processes are linked to each section of the scorecard. Prerequisite: BPI 600 or permission of the instructor. *3 semester hours*

BPI 650 BUSINESS PROCESS INTELLIGENCE

This course covers the fundamental concepts in business process performance measurement and continuous improvement, the alignment of performance metrics and key performance indicators with organizational strategy and culture, and recent frameworks such as the balanced scorecard and Six Sigma. In addition, the impacts of new compliance rules like Sarbanes-Oxley on process monitoring and visibility and the roles of business intelligence and simulations are explored. Prerequisite: BPI 600 or permission of the instructor. *3 semester hours*

FINANCE

FIN 603 REAL ESTATE FINANCE

A detailed study of the issues and problems in real estate finance. All aspects of the mortgage market are analyzed both from the perspective of the borrower and lender. The financial analysis of real estate investments including such subjects as valuation techniques, break-even interest rate analysis, hold versus sale decisions, and refinancing as an alternative to sale are discussed. Prerequisite: Undergraduate finance or equivalent. *3 semester hours*

FIN 604 SECURITIES ANALYSIS AND INVESTMENT MANAGEMENT

Students in this course develop an understanding of the nature of risk and the forms of returns to financial assets. Emphasis is placed on the analysis and valuation of stocks and bonds. The course includes statistical analysis of the factors influencing the value of financial securities, implications of market efficiency in security valuation, theoretical and empirical examination of recent developments in portfolio theory, and theory, operation, structure, and integration of international equity markets. Prerequisites: BUS 660, FP 601, or equivalent. *3 semester hours*

FIN 610 FINANCIAL INSTITUTIONS

Examination of theoretical, legal, and regulatory issues facing the management of commercial banks, savings and loan associations, life insurance companies, and pension funds. Topics include market structure of depository institutions, asset and liability management, risk-based capital and deposit premium, select foreign banking systems, and other contemporary issues facing financial institutions. Prerequisites: BUS 660 or FP 601 or equivalent. *3 semester hours*

FIN 620 MUTUAL FUND INVESTMENTS

This course presents an in-depth review of the mutual fund industry. The course focuses on explaining why investors use financial intermediaries, how a mutual fund operates, and why a mutual fund differs from other financial intermediaries such as banks or insurance companies. The portfolio management philosophy and techniques are very instrumental in the success of a fund. The course also looks in detail at the key characteristics of U.S. equity and bond markets and then focuses on the investment process for portfolio managers of stock and bond funds. In addition, it gives an overview of mutual fund marketing, with emphasis on the development of new products, pricing structures, and distribution channels. The course consists of lectures, class discussion, case analysis, and a group project. Lecture and discussion along with case study are designed to demonstrate and illustrate the important concepts and practices facing the mutual fund industry. Prerequisites: Undergraduate finance, BUS 660, FP 601, or permission of the instructor. *3 semester hours*

FIN 668 INVESTMENT VALUATION

Valuation plays a major role in many areas of finance. The role it plays, however, is different in different arenas. This course is designed to present an in-depth analysis of tools and techniques of business valuation. Students are expected to apply these tools and techniques in assessing the appropriate value of a publicly traded firm. Valuation plays a major role in assessing the fair market value of assets in the event of IPO, mergers, and acquisitions, or to determine the accumulated wealth of family members. Valuation plays a central part in mergers and acquisitions analysis. The acquirer has to decide on a fair market value for the target firm before making a bid, and the target firm has to determine a reasonable value for itself before deciding to accept or reject the offer. When determining the value of a privately held corporation, many unique problems arise, such as the lack of market information and the lack of full financial data. This course is intended to present a range of tools and techniques that analysts in each of these areas will find useful. Prerequisite: BUS 660 or FP 601. *1.5 semester hours*

FIN 669 PORTFOLIO MANAGEMENT

The objective of this course is to provide students with a comprehensive and practical description of portfolio management. The world of active portfolio management has been changing over the last number of years to become more quantitative in nature. The conventional wisdom had been that stock returns related only to stocks' correlation with the total market, thus the best investment strategy was to follow the market. However, recent evidence points to other risk factors that contributes to returns and that the market rewards those who can properly identify and manage such risks. In such a situation a quantitative model of risk analysis would work more reliably than selecting individual stocks based primarily on qualitative information. The current state of computing technology permits one to put these ideas into practice. The portfolio management software, The Investment Portfolio, helps students meld theory with practice. Prerequisite: BUS 660 or FP 601. *1.5 semester hours*

FINANCIAL PLANNING

FP 600 OVERVIEW OF FINANCIAL PLANNING IN THE INFORMATION AGE

This course provides students with an understanding of the financial planning process and environment. Topics include the role of the financial planner, ethics, professionalism, practice standards, and regulation. Other topics include risk tolerance, client communication techniques, education planning, and credit and debt management. Prerequisite: None. *1.5 semester hours*

FP 601 FINANCIAL FUNDAMENTALS

The purpose of this course is to expose students to issues that are fundamental to financial planning and analysis. At the completion of the course, students will be able to demonstrate knowledge of financial decision-making under risk and uncertainty, understanding of financial markets, understanding of financial decision-making tools including quantitative applications and accounting statement analysis, and understanding of investment theory and security portfolio management. Topical outlines include time value of money, financial statement analysis, risk and return, structure of interest rates, equity markets and equity valuation, debt security markets and debt valuations, overview of commercial bank operations and overview of non-bank operations. This

course serves as a prerequisite for FIN 604. If a student has taken BUS 560, the FP 601 course, but not the credit hours, are waived as an MSTFP requirement. *1.5 semester hours*

FP 610 TAX RESEARCH

An in-depth study of the methods of researching federal tax problems, this course examines primary sources such as the “Code and Regulations,” as well as secondary sources such as various loose-leaf services used in the research process. Electronic (computer) research is taught in a hands-on setting. Several research problems are assigned in addition to a research paper, which is summarized in an oral presentation to the class. Prerequisite: None. *1.5 semester hours*

FP 633 INSURANCE PRODUCTS AND PLANNING

This course focuses on the insurance products and services that a financial planner needs to relay to clients. Advance planning techniques are explored. Prerequisite: None. *3 semester hours*

FP 646 BEHAVIORAL FINANCE AND CLIENT COMMUNICATION

This class offers an interdisciplinary approach to understanding the psychological and emotional aspects of money and financial decision making for individuals and families. The class examines core principles and research in the field of behavioral finance. Students also consider the factors that contribute to the development of a money personality (e.g., culture, religion) to better understand client worldviews. Prerequisites: None. *1.5 semester hours*

FP 695 COMPREHENSIVE FINANCIAL PLAN

Students are required to complete a comprehensive financial plan in a simulated fee-based financial planning engagement. The class convenes for two Saturdays, and the Internet and professor meetings supplement the student project. Prerequisites: FIN 604, FP 600, FP 601, FP 633, TAX 603, TAX 612, and TAX 619. Corequisites: FP 610. *1.5 semester hours*

HEALTH CARE MANAGEMENT (PREVIOUSLY HMSA)

HCM 601 HEALTH CARE POLICY

Analysis of current arrangements for the financing, delivery, and organization of medical care services. Topics include health care costs and cost containment, ethics and values in health care, the supply, demand, and distribution of health care facilities and human resources, competition and regulation, quality of care, health insurance (both public and private), health care politics, and the role of government. Prerequisite: None. *3 semester hours*

HCM 670 INTRODUCTION TO LEGAL ISSUES IN HEALTH CARE MANAGEMENT

The American health care delivery system has and continues to undergo extensive modification to accommodate a societal desire to conduct a system that provides quality care at an affordable cost. These competing objectives have markedly altered the traditional roles of patients, providers, and payers with the promise of further changes to occur. Managers of health care organizations require an understanding of all aspects of the “business” of health care in order to be effective.

This course is intended to provide an overview of the major legal relationships and issues relevant to health care administration. It is designed to provide managers with the ability to recognize legal problems that can, and will, arise in the operation of a health care facility, and to enable the managers to interact

effectively with legal counsel with regard to such problems. Prerequisite: None. *1.5 semester hours*

HCM 671 MANAGING COMMUNITY HEALTH

Community health management had, until recently, received little attention from providers and payers of care. But that has changed. It is now recognized that a population-based approach to health care is very effective at containing costs, improving outcomes, and increasing access to care. In this era of managed care, providers must be able to care for enrolled populations in a cost-effective manner. They must assess health needs, understand care-seeking behavior, and influence utilization. Providers must also design community health interventions that impact enrolled populations where they live and work, not just where they show up for care. Finally, both insurers and employers are interested in applying population-health approaches to the workplace—to improve employee health and well-being, reduce health care costs, and enhance worker productivity.

This course provides students with the knowledge and skills needed to manage community health. Students use principles of epidemiology, demography, and medical sociology to assess community health needs and to identify factors that influence health behavior and health service utilization. Principles of community organizing, social marketing, media advocacy, and behavior modification are used to design community and workplace health interventions. Students also discuss the problems of vulnerable populations and ethical dilemmas in public health. Prerequisite: HCM 601 or permission of instructor. *1.5 semester hours*

HCM 672 COSTS, ACCESS, AND QUALITY

This course covers the three most pressing issues of every health care system—costs, access, and quality. The purpose of this course is to give students knowledge of current market forces, government policy, and the skills to analyze and forecast future market forces and to make better resource allocation decisions to produce health care that is less expensive, higher quality, and safer. To do this, the course examines determinants of demand for health services, determinants of costs in health care organizations, the role of competition and regulation in the health care industry, health risks and their economic impact, insurance and alternative financing mechanisms, outcomes analysis of health programs, and theories of health care cost inflation. In addition to content from economics and insurance, the course includes material from quality improvement and evidence-based medicine. These include (1) performance improvement issues and techniques such as quality improvement, quality assurance, CQI/TQM, process re-engineering, and Six Sigma; (2) risk adjustment; and (3) regulatory and accreditation issues. Prerequisites: BUS 530, HCM 601, background in spreadsheets, or permission of instructor. *3 semester hours*

HCM 673 FINANCIAL MANAGEMENT IN THE HEALTH CARE INDUSTRY

This course applies concepts in managerial accounting and finance to the financial management of health care organizations. It emphasizes the identification of appropriate data for planning and control functions and the use of analytical techniques for decision-making in a health care setting. Prerequisites: HCM 601, undergraduate financial accounting, and a working knowledge of EXCEL or permission of instructor. *1.5 semester hours*

INFORMATION SYSTEMS

IS 601 BUSINESS PROCESS ANALYSIS AND PROCESS AUTOMATION

This course examines the role of information technologies in supporting business processes. There is an emphasis on business process analysis, design, and modeling, along with implementation methodologies and in-depth coverage of workflow computing issues and the managerial role within this technology. Students are given hands-on assignments using SAP software. Case studies and projects are used extensively to strengthen a student's ability to diagnose deficiencies and propose the redesign of core organizational processes. Prerequisite: MIS 290 or equivalent or consent of the instructor. *3 semester hours*

IS 620 DATABASE SYSTEMS

This course surveys various theories of data modeling, emphasizing the relational and object-oriented models. Various database concepts are investigated and applied, including the design and administration of database management systems. Implementation of a small database system based upon factors such as performance, feasibility of design, data integrity and security, and activity are required. Prerequisite: MIS 290 or equivalent or consent of the instructor. *3 semester hours*

IS 650 KNOWLEDGE MANAGEMENT AND SOCIAL BPM

The purpose of this course is to provide a thorough investigation into the emergent practices in information and knowledge management. Information technology has been and will continue to be an important catalyst of innovation in this field. Artificial intelligence, expert systems, and web-based technologies that support and transform the field of knowledge management are covered. The process of the discovery, capture, sharing, and application of knowledge and the related organizational learning are emphasized. Students gain experience designing executive information systems that support strategic decisions and designing support systems for knowledge-based decision makers throughout the organization. Because organizations are structuring their activities through globally dispersed teams, taking a process approach, and are even outsourcing selected processes, intra- and interorganizational collaboration and decision support are also covered in this course. Extensive use of SAP and other technologies are incorporated. Prerequisite: MIS 290 or equivalent or instructor's consent. *3 semester hours*

MANAGEMENT

MGT 622 DEVELOPING MANAGEMENT SKILLS

Businesses whose managers have superior interpersonal skills have significantly higher profits and lower turnover than those without such skills. In fact, people management skills are three times more powerful in influencing financial success than market share, capital intensity, size, and industry return on sales combined. Yet, industry leaders say that business graduates are lacking in management and interpersonal skills. Managers are still struggling with questions like "How do I motivate my people to commit to a new idea?" "How do I communicate with poor performers without creating a defensive reaction?" and "How do I negotiate for resources in a hostile environment?"

This course takes a hands-on "learning by doing" approach to provide students with the people management skills needed in

a dynamic work environment. Interactive exercises, role-plays, simulations, and video-based cases are used to build personal, interpersonal, and group skills. Personalized feedback and a focus on behavioral change enables students to become more aware of their strengths and weaknesses, and to acquire skills in areas such as communication, motivation, conflict management, negotiation, teamwork, and leadership. Students also learn how to institutionalize the skill set by "hardwiring" it into the organizational system. Prerequisites: Permission of the instructor. *3 semester hours*

MGT 625 MANAGEMENT OF CHANGE

Trends and uncertainties in the marketplace challenge organizations to implement strategies that ensure their survival and competitiveness. To accomplish this, companies must have the ability to manage change. This course introduces students to a variety of tools that are used in specific phases of the change process. Student teams use these tools to develop change management programs or effect successful change management projects within their organizations. Prerequisites: BUS 601 and 602, or permission of the instructor. *3 semester hours*

MGT 635 THE STRATEGIC MANAGEMENT OF DIVERSITY

In a global and rapidly changing business environment, organizations must harness the talents of a diverse workforce in order to stay competitive. This course views managing diversity as a source of sustainable competitive advantage to achieve the strategic goals of the organization. It starts by reviewing the nature and dimensions of diversity in business organizations, the importance of having a diverse workforce, and benefits of managing diversity. Next, a framework for the strategic management of diversity is developed and discussed. The rest of the course fleshes out components of the strategic management of diversity in more detail. These include the creation and retention of a diverse workforce, diversity training and promotion, and interpersonal skills needed to manage a diverse workforce. *3 semester hours*

MGT 680 PROJECT MANAGEMENT

This course is designed to introduce graduate students with theory, technique, and applications regarding planning, performing, and controlling technical and managerial projects. Topics include project management jargon, project selection, forming project teams and selecting a project manager, project planning, negotiation procedures and conflict resolution, budgeting and cost estimation, project scheduling, project control and auditing, project termination, and other advanced topics in project management. Concepts and applications are based on experiences in services as well as in manufacturing. Contemporary project management software is used in group projects. Case studies supplement class discussions. *3 semester hours*

MANAGEMENT INFORMATION SYSTEMS

MIS 625 DATA MINING, DATA WAREHOUSING

A comprehensive introduction to data mining mechanisms, data warehouse designs, implementation, maintenance, and on-line analytical processing technology. The course explores the data warehousing process, including developing a data warehouse with an ERP, architectures and development options, and maintenance and operation. ERP and data mining software are used to complete course assignments and a project. Prerequisite: IS 620, equivalent, or permission of instructor. *3 semester hours*

MARKETING

MKT 642 TECHNOLOGY IN MARKETING

Much of the change facing marketing managers today is related to the technology available to them. Many software packages have been developed that enable marketers to reach their objectives more efficiently and effectively. Enterprise-wide resource planning systems often force marketers to systematize their internal marketing and sales processes, which results in internal processes that provide better customer service. Technology has also provided marketers with additional new and diverse methods for interacting with their customers—e.g., the internet and customer interaction centers—substantially altering old methods, such as television and mail. The marketing of high technology products themselves requires a different view of familiar marketing concepts such as the product life cycle. Prerequisite: MKT 600 or BUS 620. *3 semester hours*

TAXATION

TAX 602 TAX ACCOUNTING

This course focuses on accounting issues relevant to tax practitioners. Traditional topics such as changes in accounting methods, accounting periods, and installment sales are covered. New topic areas include accounting for income taxes (interperiod tax allocation), financial statement analysis, expanded coverage of cost recovery concepts and depreciation recapture, and discussion of the Original Issue Discount (OID) rules. Prerequisite: An undergraduate tax course or permission of department head of economics, finance, and taxation or a departmental graduate advisor. Prerequisite: None. *3 semester hours*

TAX 603 FEDERAL INCOME TAX FOR FINANCIAL PLANNING

A study of federal income tax law as related primarily to individuals, but also covering business activities with which an individual may become involved. The financial planning aspects of individual taxation are also emphasized. Students are required to do tax research and understand tax ethics. Tax law and tax skills are specially emphasized. Prerequisite: None. *3 semester hours*

TAX 611 FEDERAL CORPORATE TAXATION AND THE LAW OF BUSINESS ENTITIES

A discussion of various technical tax issues, such as organization of a corporation including Section 351 transfers, corporate capital structure, dividends, other non-dividend distributions, liquidations, and controlled or affiliated corporations. Prerequisite: None. *3 semester hours*

TAX 612 FEDERAL ESTATE AND GIFT TAXATION

A review of the federal estate and gift tax. Topics include the gross estate, deductions, transfers subject to gift tax, gift splitting and taxable gifts, the generation-skipping tax, and tax planning issues. Prerequisite: None. *3 semester hours*

TAX 613 FEDERAL TAXATION OF PARTNERSHIPS AND OTHER PASS-THROUGH ENTITIES

A study highlighting the tax issues involving partnerships and LLCs, including the formation and dissolution of a partnership. Prerequisite: None. *3 semester hours*

TAX 619 PENSIONS AND RETIREMENT PLANNING

This course provides the student with an understanding of pension plans and the qualified plan environment. At the end of this course, the student will be able to select and design plans for

small business-owners and other clients. A second part of this course is intended to provide tax practitioners and financial planners with a basic understanding of the retirement considerations facing their clients. Emphasis is placed on tax planning and the tax ramifications of retirement decisions. In addition, several non-tax retirement topics are discussed in order to allow comprehensive planning. Prerequisite: None. *3 semester hours*

TAX 620 FEDERAL ESTATE PLANNING

This course covers the planning to preserve and transfer a client's wealth to successors. The use of lifetime and testamentary transfers to meet the client's depositive goals is explored. Students gain proficiency in the practical application of the tools and techniques necessary to minimize the loss of a client's wealth to final expenses and federal transfer taxes. Prerequisite: TAX 612. *3 semester hours*

TAX 621 TAX FRAUD AND PENALTIES

This course covers federal criminal tax violations and IRS investigative techniques and prosecution policies. Civil tax penalties relevant to fraudulent and nonfraudulent understatements of income and penalties for failure to file returns and pay tax are also reviewed. Prerequisite: None. *3 semester hours*

TAX 633 TAXATION OF INVESTMENTS

A study of the tax aspects of selected investments, including real estate, oil and gas, financial instruments, leasing, foreign investments, trading strategies, life insurance, and mutual funds. Prerequisite: None. *1.5 semester hours*

TAX 640 RETIREMENT PLANNING

This course is intended to provide tax practitioners with an advanced understanding of the retirement considerations facing their clients. Topics include documentation, social security, and long-term care insurance. Prerequisite: None. *1.5 semester hours*

TAX 651 S CORPORATIONS

This course provides an intensive, semester-long study of S Corporation taxation. Topics include S Corporation qualification rules, the computation of taxable income, the tax treatment of passive investment income, and planning issues. Prerequisite: None. *3 semester hours*

TAX 652 STATE AND LOCAL TAXATION

A study of personal income taxation in the states of Pennsylvania, New Jersey, and Delaware as well as the general principles of local taxation of individuals. Also discussed are selected corporate topics. Prerequisite: None. *3 semester hours*

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