MASTER OF BUSINESS ADMINISTRATION (MBA)

Program Overview
The Rider MBA program provides advanced preparation for successful participation in a rapidly changing world. Students are exposed to real-world situations that encourage them to question and analyze. The MBA program is accredited by the AACSB International (http://www.aacsb.edu) (Association for the Advancement of Collegiate Schools of Business), a distinction held by fewer than 5% of business programs worldwide.

Business Writing Requirement
One objective of the MBA program is to develop strong written communication skills. This will be done both formally, through a class for those not demonstrating a level of proficiency expected for business professionals, and informally for all students through faculty review of student-prepared course materials such as research reports, case study write-ups and papers.

Each student who enters the MBA or MAcc program must have their writing skills formally assessed in one of the following ways:

1. Through the writing portion of the GMAT or GRE. A score of 4.5 or better on the GMAT writing section or a score of 4 or better on the GRE Analytical Writing section would rate the student as proficient.
2. Through the Graduate Business Writing Assessment, a 30-minute test in which students write a passage in response to a prompt. The passage is graded using a rubric that assesses Voice/Tone; Organization; Ideas, Support and Development; and Grammar and Mechanics. Students must score a 3 (adequate) on all four of the writing elements for a passing grade.

Students who fall below the proficient levels as identified above on any of the specified assessments will be required to do one of the following:

- Complete a business/workplace writing course at a U.S.-accredited university. The student must achieve a “C” or better in the course, demonstrating basic proficiency. Courses must be approved by the Associate Dean for Graduate Programs. ENG 321 is not included as an approved course for this purpose.
- Retake either of the above assessments until a proficient level is reached. Students will be provided with a directory of resources to improve their business writing skills prior to retaking the assessments including online tutorials and not-for-credit courses.

Students need to satisfy the above requirement within the first 6 credit hours of taking breadth and elective courses in the graduate business program. Students who do not satisfy the above requirement within the specified time frame will not be allowed to take additional breadth or elective courses in the graduate business program until the requirement is satisfied; he or she may continue to enroll in pre-program courses.

The Master of Business Administration (MBA) — Waiver of Courses
A waiver of a course from pre-program requirements may be granted under the following conditions:

- If the student has graduated from an AACSB-accredited business program within five years prior to semester admitted, and the student has achieved a “B” or better in the equivalent course or sequence of courses.
- If the student has achieved a “B” or better in an equivalent course (at an accredited four-year institution) or a graduate course within six years prior to the semester admitted.
- Based on a combination of previous education and work experience at the Associate Dean for Graduate Programs’ discretion.
- With the approval of the Associate Dean for Graduate Programs, students may take proficiency exams to test out of the pre-program courses if the above criteria are not met. A grade of “B” or better is required on proficiency exams. Within the first year of matriculation, a student is able to take a proficiency exam once on one of the six specified dates. Students may not repeat any proficiency exams.

If a student is granted a waiver for any pre-program requirements, the student is responsible for a satisfactory level of competency with the representative material. If necessary, the student should review and/or seek tutoring support for the waived material in preparation of advanced courses. Any appeal of a waiver decision based on previous course work must be made to the Associate Dean for Graduate Programs within the first semester of the program.

PMBA 8000 Executive Communications
All students in the MBA program are required to take the Executive Communications course, PMBA 8000 or take the waiver exam. The waiver exam is offered two times a year. Students graded as proficient on their speaking and presentation skills will have PMBA 8000 waived, though they may choose to take the course for their professional development. Students must complete this requirement within one year of their entering semester.

MBA Breadth Course Waivers
It is possible for students to substitute an elective for an MBA Breadth course in the following situations, so as not to duplicate course work that may have been done as undergraduates:

- Students who graduated in the last five years as marketing majors and had at least a 3.0 in their marketing courses will not need to take PMBA 8260 Mkt Analysis & Decision Making. In its place, students must take an additional elective from the MBA or MAcc programs.
- Students who graduated in the last five years as accounting majors who graduated with at least a 3.0 in their accounting courses, will not need to take PMBA 8220 Strategic Accounting for Manager. In its place, students must take an additional elective from the MBA or MAcc programs.
- Students who have achieved a “B” or better in the equivalent course or sequence of courses.
- Students who graduated in the last five years as supply chain majors and had at least a 3.0 in their supply chain courses will not need to take PMBA 8250 Operations & Supply Chain Management. In its place, students must take an additional elective from the MBA or MAcc programs.
- Based on a combination of previous education and work experience at the Associate Dean for Graduate Programs’ discretion.
- Students who graduated in the last five years with an undergraduate degree in Information Systems/Technology, Computer Science or Electrical Engineering with at least a 3.0 GPA in their major area courses and have at least five years professional experience in IS/IT and strategy, OR for students with a graduate degree in Information Systems/Technology, Computer Science or Electrical Engineering and over five years professional experience in IS/IT and strategy will not need to take PMBA 8210 Information Technology Management. In its place, students must take an elective from either the MBA or MAcc program.
- Students who have achieved a “B” or better in the equivalent course or sequence of courses.
Program Requirements

Course Requirements

The MBA Program requires a core of 27 credit hours of Breadth course requirements and 6 credit hours of elective courses. Students may also be required to take up to an additional 19.5 credit hours of Pre-Program requirements based on their educational and work experience. A student must complete between 33 and 52.5 semester hours for the MBA, depending on the number of Pre-Program courses that are waived.

To enrich the MBA degree, students may take electives in the areas of global business, finance, computer information systems, management, entrepreneurship, business analytics, or forensic accounting.

Breadth Course Requirements

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<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PMBA 8210</td>
<td>Information Technology Management</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8220</td>
<td>Strategic Accounting for Manager</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8230</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8240</td>
<td>Applied Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8250</td>
<td>Operations &amp; Supply Chain Management</td>
<td>3</td>
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<tr>
<td>PMBA 8260</td>
<td>Mkt Analysis &amp; Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8270</td>
<td>Adv. Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8290</td>
<td>Legal and Ethical Aspects of Management</td>
<td>3</td>
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<tr>
<td>PMBA 8880</td>
<td>Strategic Management</td>
<td>3</td>
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</table>

Elective Courses

Students are required to complete 6 semester hours of electives to complete the program requirements.\(^1\)

Total Credits 33

1 Students pursuing a concentration as part of their degree will need to complete 9 semester hours of electives by taking an additional elective.

Pre-Program Requirements – Courses

(19.5 credits for non-business undergraduates or business undergraduates with outdated course work or course work that did not meet waiver standards)

<table>
<thead>
<tr>
<th>Code</th>
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<tbody>
<tr>
<td>PMBA 8000</td>
<td>Executive Communications</td>
<td>1.5</td>
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<tr>
<td>PMBA 8010</td>
<td>Information Technology Proficiency</td>
<td>1.5</td>
</tr>
<tr>
<td>PMBA 8020</td>
<td>Fundamentals of Accounting</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8030</td>
<td>Economic Analysis</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8040</td>
<td>Basic Financial Principles</td>
<td>1.5</td>
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<tr>
<td>PMBA 8050</td>
<td>Introduction to Calculus</td>
<td>1.5</td>
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<tr>
<td>PMBA 8051</td>
<td>Fund of Statistical Analysis</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8052</td>
<td>Models and Methods of Operations Mgt</td>
<td>1.5</td>
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<tr>
<td>PMBA 8060</td>
<td>Basic Marketing Principles</td>
<td>1.5</td>
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<tr>
<td>PMBA 8070</td>
<td>Management: Theory &amp; Application</td>
<td>1.5</td>
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</table>

The Rider MBA is designed to be completed in one year by the student who has met all the prerequisite requirements with previous coursework in business and plans to attend the program on a full-time basis. The following educational plan is provided as a sample only. Each student, with the guidance from the Graduate Academic Coordinator, will develop a personalized educational plan.

Year 1

<table>
<thead>
<tr>
<th>Fall Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PMBA 8230 Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8240 Applied Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8260 Mkt Analysis &amp; Decision Making</td>
<td>3</td>
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<tr>
<td>PMBA 8270 Adv. Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td><strong>Semester Credit Hours</strong></td>
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<tr>
<th>JTerm</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PMBA 8000 Executive Communications</td>
<td>1.5</td>
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<tr>
<td><strong>Semester Credit Hours</strong></td>
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<tr>
<th>Spring Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PMBA 8220 Strategic Accounting for Manager</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8250 Operations &amp; Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8290 Legal and Ethical Aspects of Management</td>
<td>3</td>
</tr>
<tr>
<td>PMBA or MAcc Elective</td>
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</tr>
<tr>
<td><strong>Semester Credit Hours</strong></td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th>Summer Semester</th>
<th>Credits</th>
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<tbody>
<tr>
<td>PMBA 8210 Information Technology Management</td>
<td>3</td>
</tr>
<tr>
<td>PMBA 8880 Strategic Management</td>
<td>3</td>
</tr>
<tr>
<td>PMBA or MAcc Elective</td>
<td>3</td>
</tr>
<tr>
<td><strong>Semester Credit Hours</strong></td>
<td>9</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td>34.5</td>
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</tbody>
</table>

Course Descriptions

| PMBA 8000 Executive Communications 1.5 Credits |

This course will provide students with knowledge, skills, and techniques to further develop their presentation skills. This course, which is taught in a workshop style, challenges the students to improve their formal presentation skills, increase the impact of their presentations, and strengthen their confidence. Students will be introduced to different media tools that will support them in advancing their speaking and presentation skills.

| PMBA 8010 Information Technology Proficiency 1.5 Credits |

Computing proficiency requires understanding implications of advanced information technologies and the ability to successfully apply these technologies in an increasingly global society. This course will enable students to effectively use specific information systems tools (spreadsheet and database management) to begin to design applications for effective decision making.

| PMBA 8020 Fundamentals of Accounting 3 Credits |

For those students having no previous knowledge of accounting, subject is approached from the point of view of the user of accounting information rather than that of the accountant who supplies the information. Surveys mechanics of accounting as a means to an end, emphasizing accounting as a tool of management and the language of business. Problems and cases bring out the managerial implications of accounting.
PMBA 8030 Economic Analysis 3 Credits
An intensive exposition of the essentials of price theory and income and employment theory. For students with less than a year of introductory economics at the undergraduate level. Topics include an analysis of markets, the nature and characteristics of producer behavior, the theory of pricing in competitive and non-competitive markets, and their welfare effects. At the macro level, coverage of the economy in the short run deals with economic fluctuations, fiscal policy, and monetary policy. An examination of the economy in the long run covers factors affecting economic growth.

PMBA 8040 Basic Financial Principles 1.5 Credits
The central unifying theme of this course is valuation. Valuation is the basis for decisions in all major areas of finance. This course begins with a discussion of basic concepts including time value of money and its application for valuation of stocks and bonds and analysis of risk and return. Further application of valuation for capital investment projects made by a firm is explored by introducing the techniques of capital budgeting.

PMBA 8050 Introduction to Calculus 1.5 Credits
This course has been designed to prepare students for courses in the MBA program in which calculus is used. Topics include limits, derivatives, functions of two or more independent variables and maxima and minima in one and two independent variable(s).

PMBA 8051 Fundamentals of Statistical Analysis 3 Credits
Covers basic statistical techniques useful in business decision making. Includes descriptive statistics, event probability, random variables, sampling distributions, regression analysis and topics in statistical inference.
Prerequisite(s): MSD 105 (or equivalent).

PMBA 8052 Models and Methods of Operations Management 1.5 Credits
This course provides students with some of the most frequently used quantitative tools necessary in analyzing and resolving issues and problems in managing service and/or manufacturing operations. These tools are required in PMBA 8250 Operations and Supply Chain Management, and may also be used in other PMBA courses such as Economic Analysis and Decision Making, and Business Intelligence.

PMBA 8060 Basic Marketing Principles 1.5 Credits
The purpose of this course is to provide students with an operational understanding of basic marketing principles and concepts. This will be done through interactive exercises and discussions based both on primary source and textbook readings as well as discussions and critical examinations of current marketing practices in companies and industries of interest to the students. Topics covered include environmental analysis, target marketing, product and service strategy, integrated marketing communications, channels of distribution, pricing practices, and the interface between marketing and corporate strategic planning.

PMBA 8070 Management: Theory & Application 1.5 Credits
A foundation course that provides an introduction to the theory and practice of management. The management functions of planning, organizing, leading, and controlling provide an organizing framework for examining current management challenges (e.g. globalization, ethics, diversity, and multidimensional organizational structures).

PMBA 8210 Information Technology Management 3 Credits
This course introduces the theory and practice of Information and Communication technologies deployment in organizations. This includes planning, analysis, design, and implementation of computer-based management information systems (MIS). The course emphasizes an understanding of emergent cutting-edge technological phenomena and the effect of information systems on the practice of management.
Prerequisite(s): Completion of PMBA 8010.

PMBA 8220 Strategic Accounting for Manager 3 Credits
This course emphasizes the issues encountered by managers regarding performance measurement, incentives, ethics and strategic management accounting tools. Students will learn to recognize ethical issues and apply a code of conduct to those issues, understand the criteria for recognizing revenue, analyze cash flows for investment decisions, compute measures of returns on investments, and understand the uses of a Balance Scorecard in performance evaluation. This course will also cover transfer pricing issues and methods in domestic and international settings, the application of differential analysis to a variety of short-run decisions, and the application of traditional costing methods, activity-based costing, activity-based management, and target costing to products and services. Preparation of a master budget and its role in planning, control, and decision making is also discussed. This course is not open to MAcc students.
Prerequisite(s): Completion of MBA pre-program courses.

PMBA 8230 Managerial Economics 3 Credits
Focuses on using economic methods for making managerial decisions affecting the value of the firm. Topics include demand analysis, production and costs, employment decisions, project evaluation, profit-volume analysis and pricing strategies under a variety of settings. The course emphasizes integration between economics, accounting, and finance.
Prerequisite(s): Completion of MBA pre-program courses.

PMBA 8240 Applied Corporate Finance 3 Credits
This course is designed to further develop the students’ skills through practical application of concepts and tools taught in prior finance courses. Students will learn by solving real-world case studies and learning to communicate clearly their decisions to both sophisticated and lay audiences. The primary method of instruction is the preparation, presentation, and discussion of finance cases. Each case study session will be preceded by lectures and discussion of the main theoretical concepts. The case studies considered will cover a wide range of corporate financial problems including value creation, capital budgeting, capital structure, cost of capital, and mergers and acquisitions. Throughout the course, attention will be given to the international dimensions of the issues and problems presented and discussed.
Prerequisite(s): Completion of PMBA 8040 and PMBA 8220.

PMBA 8250 Operations & Supply Chain Management 3 Credits
This course provides MBA students with the current knowledge and practice of operations and global supply chain management. Supply chain management has become one of the most important and talked about topics in business in recent years. Many companies have realized that they can reduce their costs, increase profits, and increase customer satisfaction by improving their supply chain practices. It is also evident that most supply chains extend beyond the borders of the U.S., and consequently, have global components and challenges. This course is designed to prepare students to meet operations and supply chain related challenges in their careers.
Prerequisite(s): Completion of MBA pre-program courses.
PMBA 8260 Mkt Analysis & Decision Making 3 Credits
The purpose of the course is to provide the analytical skills required to understand complex marketing situations in order to develop and implement appropriate marketing strategies. The decision-making processes in the management of product planning, pricing practices, selection of channels of distribution and development of effective promotion programs are investigated. This involves identification and selection of appropriate target markets, the effective use of marketing research and recognition of organizational dynamics. The case approach is used to develop communication skills and further build team skills as students interact with peers in solving problems. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8270 Adv. Organizational Behavior 3 Credits
A study of key individual, group, and organizational processes. At the individual level, the focus is on different personalities, job attitudes, and work motivation. The implication of individual factors is then considered in a team context focusing on the processes of communication, influence, conflict, and leadership. Finally, we examine the impact of organizational culture and change on workplace behavior. In order to integrate the individual, group, and organizational levels of study, the course emphasizes a team-based approach to learning. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8290 Legal and Ethical Aspects of Management 3 Credits
The purpose of this course is to prepare students to meet the legal, ethical, and regulatory challenges and opportunities they will encounter as they conduct business as managers and entrepreneurs. To excel, managers and entrepreneurs must recognize that the law is important to firm success and that they must always consider the legal ramifications of their business decisions. Students will learn how to identify legal and ethical issues before they become legal problems and how to communicate and work collaboratively with legal counsel. The course begins with an overview of business ethics and social responsibility and goes on to cover the U.S. court system and the laws of contracts, torts, and intellectual property. The course covers corporate governance issues including the fiduciary duties of officers, directors, and controlling shareholders, public and private offerings of securities, and securities fraud. Environmental regulation, product quality, legal aspects of the employment relationship (as they relate to the liability of the corporation for the acts of their employees), wrongful termination, discrimination, and sexual harassment will also be covered. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8303 International Business Study Tour 3 Credits
This course provides a cross-cultural perspective for conducting business outside of the United States. Students will gain a better appreciation of how culture, history, and politics influence organizational dynamics, transactions and business customs. This course applies to the Global Business concentration. This course will satisfy the International elective requirement. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8312 Business Intelligence Tech-Data Mining 3 Credits
In this course, students will learn to solve problems/exploit opportunities by processing datasets, interpreting results, and deploying solutions. This course provides hands-on experience with these tasks. Upon this base of experience, students will build a robust data mining methodology that can be applied to real-world investigations. The course of study will include Online Analytical Processing (OLAP), statistical and machine learning techniques, and unstructured text analysis. Students will learn to apply these techniques through the study of payroll, procurement, and expense report fraud. Cell phone and credit card fraud, credit and bankruptcy analysis, and customer relationship management will also be covered. This course applies to the Business Analytics, Forensic Accounting and Fraud & Forensic Accounting concentrations. This course applies to the graduate certificate in Business Analytics. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8314 Project Management 3 Credits
in our complex world of global economies and pervasive technology, change is constant. It is a persistent challenge to manage this change. It is the body of knowledge that is project management that helps managers address this change. This course will introduce students to project management for a variety of disciplines. The methods and techniques taught will be applicable not only to software development, but to any series of tasks that could constitute a project. The course content will cover the identification, approval, and management of complex projects. Various project management tools, techniques, and approaches will be covered. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8317 Applied Data Management for Business Users 3 Credits
Learn the benefits of data sharing in a business organization, the benefits of the relational database model, how data is structured in a relational database model, and how data can be accessed in a relational database using the structured query language (SQL). The process of formatting, loading, and accessing data for data analytics will be shown as well as the interaction with data warehouse schemas such as the star schema and snowflake schema. This course applies to the concentration in Business Analytics and the Business Analytics Certificate Program. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8319 Selected Topics in CIS 3 Credits
The study of a topic (or combination of topics) that represents some dimensions of computer information systems or has important and direct implications for CIS management. Topics recently covered include project management, data mining and data privacy. Theoretical foundations as well as applications may be explored. Readings, research, lectures, projects, discussions or other appropriate methods are employed to stimulate student learning. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8321 Managerial Taxation and Strategy 3 Credits
This course is designed for students who are embarking on (or already in) careers in investment banking, corporate finance, strategy consulting, money management, or venture capital. The focus of the course comes from integrating the tax law with the fundamentals of corporate finance and microeconomics. **Prerequisite(s):** PMBA 8020.
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PMBA 8324 Financial Accounting & Report 3 Credits
Focus is on analysis and evaluation of alternative accounting methods and the relationship to company policy. Insight is gained through the reading of articles in leading accounting and financial periodicals and Internet research. Cases demonstrating financial reporting methods are assigned and discussed in class. Term project required. Topics include financial instruments, earnings per share, deferred taxes, post-retirement benefits and the accounting rule-making process.
Prerequisite(s): PMBA 8020 and PMBA 8040.

PMBA 8341 Corporate Treasury Management 3 Credits
This course is designed to provide an understanding of modern principles and techniques for corporate treasury management. The course materials are useful for finance, banking, accounting and information system professionals or small business owners. Topics include analysis of liquidity and solvency, credit and accounts receivable management, cash collection and disbursement systems, short-term investment and borrowing, management of treasury information and technology, multinational cash management, and other related topics. Success in this course will help students preparing for the Certified Cash Manager (CCM) exam. This course applies to the Finance concentration.
Prerequisite(s): Completion of PMBA 8040.

PMBA 8343 Investment Instruments and Strategies 3 Credits
Principles of investment analysis and portfolio management. Includes analysis of stocks and fixed income securities, mutual funds, international investing, margin trading and short sales, convertibles, stock options and financial futures. Hedging strategies, market forecasting and tax advantaged investments are also discussed. Makes considerable use of problems to illustrate concepts. This course applies to the Finance concentration.
Prerequisite(s): Completion of PMBA 8040.

PMBA 8345 International Financial Management 3 Credits
The techniques of multinational financial management are developed for enterprises that do business in more than one country and/or have assets and liabilities denominated in more than one currency. The management of foreign exchange and country risks is applied to working capital, capital budgeting, and capital structure decisions. This course applies to the Finance and Global Business concentrations.
Prerequisite(s): Completion of PMBA 8040.

PMBA 8346 Financial Modeling 3 Credits
Spreadsheets are utilized to analyze problems and cases. Students receive instruction in computer use beyond that available in other finance courses. Spreadsheet applications include valuation models, cost of capital, capital budgeting, risk and return, portfolio analysis, stock market analysis, and options and futures. This course applies to the Finance concentration.
Prerequisite(s): Completion of PMBA 8040.

PMBA 8347 Portfolio Management 3 Credits
Real-world application of the concepts and techniques of investment analysis and portfolio theory. Students interact with and make recommendations to professional portfolio managers. Topics include stock valuation methods, major forces driving movements in current equity markets, international investment opportunities, industry analysis, technical analysis and investment timing, evaluation of portfolio performance, analysis of business conditions and interest rates, and hedging portfolio risk with stock index options and financial futures. This course applies to the Finance concentration.
Prerequisite(s): Completion of PMBA 8040.

PMBA 8348 Fixed Income Securities and Alternative Investments 3 Credits
This is an introductory course in fixed income securities and alternative investments. The first part of the course covers the markets for fixed income securities and their derivatives. Valuation of these securities and determination of the risk inherent in these securities are discussed. Methods for managing that risk, such as hedging and credit derivatives, are also discussed. The second part of the course covers a variety of alternative investments, including real estate funds, venture capital, hedge funds, and commodities. Valuation of these investments and determination of their risk are discussed. This course applies to the Finance concentration.
Prerequisite(s): Completion of PMBA 8040 or any MAcc student with PMBA 8020 completed.

PMBA 8349 Personal Financial Planning 3 Credits
This course provides a background and an appreciation of the fundamental concepts and processes associated with Personal Financial Management. Various technical elements that are part of the study for a Certified Financial Planner certification will be covered including risk management, investments, tax planning, retirement planning, employee benefits, and estate planning. This course applies to the Finance concentration.
Prerequisite(s): Completion of PMBA 8040 or any MAcc student with PMBA 8020 completed.

PMBA 8357 Business Analytics for Managers 3 Credits
Business Analytics, the data driven approach to management, is essential to achieve effective business decision-making and competitive advantage. All business managers need to analyze data and make quantitative-based decisions in their business careers. The focus of this course is to equip students with a variety of data analysis methods and tools that are useful to uncover trends, patterns, relationships, and other useful information. The course will take a hands-on, example-based approach and introduce fundamental concepts as they are needed. Students will be using both Excel and SAS software. This course applies to the concentration in Business Analytics and the Business Analytics Certificate Program.

PMBA 8365 International Marketing Management 3 Credits
Examination of the nature and scope of global marketing activities, including the theoretical framework of international marketing, foreign marketing environments, multinational markets, MNC information systems, strategic marketing decisions, and organization for transnational marketing. This course applies to the Global Business concentration. This course will satisfy the International elective requirement.
Prerequisite(s): Completion of PMBA 8060.

PMBA 8369 Selected Topics in Marketing 3 Credits
The study of a topic (or combination of topics) that represents some dimension of marketing or has important and direct implications for marketing management. Theoretical foundations as well as special applications of marketing decision-making may be explored. Readings, research, lectures, discussions or other appropriate methods are employed to stimulate student learning.
Prerequisite(s): Completion of PMBA 8060.
PMBA 8371 Human Resource Management 3 Credits
This course is an introduction to the field of human resource management (HRM). The goal is to provide students with an understanding of current corporate HR practices. Common HR problems and the tools and procedures for dealing with them will be discussed. Contemporary topics such as strategic HR planning, international staffing, career planning, workforce diversity, work/family balance, and work motivation will be examined. EEO guidelines and their implications for human resource functions will be discussed as well. A combination of conceptual and experiential approaches include discussions, case studies, exercises, small group activities, and lectures. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8372 Management Skills 3 Credits
This is a practicum in interpersonal skills that are useful for practicing managers. Topics include motivating oneself and others, persuasive communication, creative problem-solving, managing conflict, using power constructively, managing change, and team management. Students are given opportunities to practice these skills in class and are asked to apply them to their current lives and report on the results of their applications. The course will provide students with a better understanding of the art of managing and of themselves as current or future managers. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8375 International Management 3 Credits
This course focuses on the complexities of working and managing in a global business environment. Emphasis is placed on cross-cultural awareness, international communication, and negotiations. Students will explore the effect of culture on organizational behavior, managerial decision making, and global leadership. This course applies to the Global Business concentration. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8380 Business Analytics Optimization 3 Credits
This course has been designed to provide professional MBA students with the current knowledge and practice of optimization business analysts use. Optimization aims at selecting the best alternative from among available alternatives according to a predetermined objective. In general it involves building a mathematical model and finding the best alternative through a mathematical procedure. Optimization techniques help decision-makers make fact (i.e. data) based decisions and offer the potential of making significant profits or cost savings. The main focus of this course will be on developing modeling skills to gain insight into a wide variety of business decision problems. In other words, the emphasis in this course will be on modeling practical business decision problems, use of relevant software for optimal solution, interpretation of results, and sensitivity analysis rather than the theory of mathematical solution techniques. Coverage of course material will follow the typical sequence of (1) identification and discussion of a business decision problem; (2) developing a graphical model (e.g. influence diagram); (3) developing a mathematical model; (4) computer solution; (5) interpretation of results and sensitivity analysis; (6) discussion of insights gained from the experience; (7) discussion of implementation issues. In addition, heuristics will be discussed when optimization techniques are not available or too costly. This course applies to the concentration in Business Analytics and the Business Analytics Certificate Program. **Prerequisites:** PMBA 8010 and PMBA 8051.

PMBA 8383 Entrepreneurship 3 Credits
The course deals with new business venture start-up. Topics include entrepreneurship concepts and characteristics, new venture types and pros/cons, choice of products/services, market study, marketing planning, financing, and business plan preparation. Practical exercises in developing business plans for new businesses are part of the course. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8384 Consulting for New and Small Ventures 3 Credits
This course provides experience-based learning to students through the use of student teams to assist area small businesses/organizations. These small firms could have a variety of needs ranging from market research, improving financial reporting and bookkeeping, business planning, streamlining operational procedures, etc. This course will provide students the opportunity to experience in-depth analysis of an individual organization. The emphasis is on student consultants generating immediate, actionable recommendations for the client. Thus, this course is useful not only for those considering small business ownership, but provides an opportunity to students to learn entrepreneurial thinking. **Prerequisite(s):** Completion of MBA pre-program courses and permission of instructor.

PMBA 8385 New Venture Launch 3 Credits
Students will start and run a new venture while under the supervision and guidance of faculty. Students will take a business plan they have developed and execute it. This is an opportunity to experience the launch process and learn hands-on how to adapt to the marketplace. Some businesses started in this class may also be eligible to receive venture funding from Rider. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8386 Green Entrepreneurship 3 Credits
This course is both a traditionally academic graduate course and a practical, case study based, business development course. Lectures will present the scientific, technical, financial, and business underpinnings required to understand the rationale for and the range of solutions possible that businesses can utilize when initiating or developing sustainable practices or new entrepreneurs can consider as they develop new businesses. Students will be learning about real business examples and discussing how the technical aspects of sustainability interact with the more practical and immediate demands of running a business – making a profit and maintaining positive cash flow while acting ethically. **Prerequisite(s):** Completion of MBA pre-program courses.

PMBA 8491 Business Law 3 Credits
Considers in depth the law relating to the sale of goods, commercial paper, and secured transactions as promulgated by the Uniform Commercial Code. Explores warranties, guarantees, remedies, and product liability. Also considers the law of agency, partnerships and corporations. International dimensions of sales law and related topics are addressed. Students who have taken BUS 211 Commercial Law or BUS 214 Advanced Business Law cannot take this course. This elective is particularly appropriate for students in the MACcc program and in anticipation of CPA law requirement; this course applies to the Entrepreneurship concentration. **Prerequisite(s):** BUS 210 Introduction to Law: Contracts or its equivalent at another college or university; requires completion of MBA pre-program courses.
PMBA 8880 Strategic Management 3 Credits
This course provides an understanding of the strategic management process. Students will analyze and discuss concepts and cases relating to strategic management, make strategic decisions for a hypothetical company in the online computer simulation project, and develop a detailed action plan to resolve a hypothetical business situation. This course will cover the analysis of the strategic process of studying and forecasting the external environment of the firm, assessing the present and future enterprise strengths and weaknesses, setting enterprise goals with recognition of personal and societal goals, and evaluating performance and progress toward those goals. Provides the student with an integrated view of the functional decisions and corporate strategy.
Prerequisite(s): All other MBA breadth courses.

PMBA 8902 Independent Studies in Business Administration 3 Credits
Involves a program determined by the individual faculty member and approved by the program director. Written assignments are required as part of this rigorous academic experience. Students are eligible for a maximum of one independent elective and should have completed at least three breadth courses prior to the start of the independent study.
Prerequisite(s): Completion of MBA pre-program courses and permission of the associate Dean of Graduate Programs.

PMBA 8905 Internship 3 Credits
In order to supplement in-class learning with practical training, an internship may be taken for three elective credits. The internship may not be done at a student’s current employer. An internship may only be taken if the student has been enrolled for at least one full academic year and during the semester he/she receives credit for the internship is taking at least three graduate-level classes (including the internship course). The course will be supervised by a full-time faculty member and will follow a structure similar to that of independent study. Course grades will be determined by evaluations from the student’s on-site supervisor, as well as the sponsoring faculty member.
Prerequisite(s): Completion of MBA pre-program courses and permission of the Associate Dean of Graduate Programs.

PMBA 8906 Selected Topics in Business Administration 3 Credits
The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.
Prerequisite(s): To be announced and completion of MBA pre-program courses.

PMBA 8907 Selected Topics in Business Administration 3 Credits
The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.
Prerequisite(s): To be announced and completion of MBA pre-program courses.

PMBA 8908 Selected Topics in Business Administration 3 Credits
The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.
Prerequisite(s): To be announced and completion of MBA pre-program courses.

PMBA 8909 Selected Topics in Business Administration 3 Credits
The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.
Prerequisite(s): To be announced and completion of MBA pre-program courses.