BENTLEY UNIVERSITY

# GRADUATE CATALOGUE

2014-2015

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Email Communication

All university offices use email to communicate with students. Email communications may include notification of a cancelled course or pre-requisite violation, offering of a waitlisted seat, graduation information or other important news. All administrative email is sent to your Bentley Microsoft Outlook account, which may be forwarded to a work/home email; however be sure that your personal email account does not block email from Bentley or send it to a Junk Mail folder.

To view your current email address or to have your Bentley email forwarded to a home/work account, go to https://my.bentley.edu/web/guest, login with your username and password, and click on the following: Student Self-Service, Personal Information and Forward Bentley Email.

New students who have paid their deposit will have email accounts generated within 24 hours of completing the Technology Ethics Agreement. To access this agreement, go to https://my.bentley.edu/web/guest, login with your username and password and view the Administrative Responsibilities Box.

## Bentley University Mission Statement

As a business university, Bentley University's mission is to create new knowledge within and across business and the arts and sciences and to educate creative, ethical and socially responsible organizational leaders.

The vision of this business university is to distinctively integrate business and the liberal arts, and to provide international leadership in business education and research. Bentley University is a leader in promoting ethically and socially responsible enterprise and the critical role of the information and communication technology in achieving sustainable high performance.

## Rights and Responsibilities and Policies

Bentley adheres to the following basic values:

- A respect for the rights of each person
- A commitment to treat each person as an individual
- An acceptance and appreciation of the cultural differences among individuals
- A respect for the worth and dignity of each person
- A belief that education and experience provide the potential for continuous growth
- A commitment to approaching student interaction as an opportunity for education

Bentley students have a responsibility to behave in ways that promote the safety and security of all individuals within the university community. Actions that place community members at a safety risk are not tolerated. The online Student Handbook (found at.*bentley.edu/shandbook/*) contains the official list of rights, responsibilities and policies (including all academic policies). Notices of important laws and legal rights are also located in the online student handbook. Questions regarding these rights, responsibilities and policies should be directed to the General Counsel of the University.

**Rights Regarding Educational Records**

### Bentley University Policy

### Family Educational Rights and Privacy Act

This policy is issued in compliance with the regulations established by the Department of Education, 20 C.F.R. Part 99.6, for the university's implementation of the Family Educational Rights and Privacy Act, 20 U.S.C. 1232g, also known as FERPA. This policy is also guided by the laws in the commonwealth of Massachusetts concerning privacy. The university has established strong policy guidelines that support its adherence to the FERPA and protect the rights of students, except under certain circumstances stated in the statute and its regulations and as noted below.

### Notice

Students and parents receive notice of FERPA and their rights under FERPA through the electronic publication of the Student Handbook each academic year.

### Access/Amendment to Educational Records

Students and eligible parents have the right to access the student's educational records upon written request to the Office of the General Counsel. An exception to this policy is made for requests from students or others for transcripts and degree information, which may be made directly to the Office of the Registrar. Requests for disclosure of educational records may be made by electronic signature when available. Each department/division of the university will determine if it will assess fees for copies of an educational record or transmission of an educational record to another party. All requests for changes to a student's educational record must be made in writing to the office of the General Counsel.

### Location of Educational Records

Educational records may be kept by the registrar, each committee, board and department of the university and by faculty and staff of the university in paper or electronic form.

### Directory Information

Unless otherwise requested by the student, Bentley (Information Desk, Registrar's Office, deans' offices, etc.) may release to the public, student data considered "directory information." If a student desires that directory information not be released, it is his or her responsibility to notify the Registrar's Office in writing. Please note that students do not have the flexibility of choosing to release or not release particular items defined as directory information.

Bentley will not sell or give directory information for commercial purposes to external vendors who are not affiliated with the institution. The university may use all directory information for the operation of student organizations or university-sponsored functions. Directory information, as defined by the Family Educational Rights and Privacy Act, includes the following information relating to a student: name, address, email address, photograph, telephone number, date and place of birth, class, enrollment status, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, academic honors, degrees and awards received and the most recent previous educational agency or institution attended.

### Disclosure Without Consent-Statutory Exceptions

The statute provides that, under a number of circumstances, the university will disclose educational record information to other persons/entities without seeking prior consent or notice to a student or eligible parent. Such examples include but are not limited to: certain subpoenas and court orders, accrediting organizations, requests in connection with a student's application for financial aid, certain requests from federal, state or local authorities and disclosure to other "university officials" who "have legitimate educational interests" in the information and records.

"University officials" includes the officers and directors of the university, all members of the administration, faculty, staff, persons serving on judicial, promotion and academic boards and committees and any professional providing assistance to the university (such as lawyers, accountants, law enforcement personal, medical personnel).

The university has determined that there are certain persons who have the right to review a student's educational records and personally identifiable information in every case: officers of the university and the deans. Other university personnel will have access to educational records and personally identifiable information in circumstances where the dean of student affairs, or his or her designee, concludes based upon the information available to her or him at the time of the decision, that the disclosure of the records and/or information will assist the university in making decisions concerning a student's academic status or standing at the university or the health, safety or well-being of a student or other members of the university community.

### Complaint Procedure

Students have the right to file a complaint with the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW, Washington, D.C. 20202 concerning any alleged failure on the part of Bentley to comply with the Family Educational Rights and Privacy Act.

### Health and Safety Emergencies

The university may disclose educational records and personally identifiable information to members of the university community, professionals assisting the university, law enforcement personnel and others when it determines, based upon the information available at the time, that there is an articulable and significant threat to the health or safety of a student or others and that the disclosure will aid the university in addressing the health and safety threat or emergency.

### Results of Disciplinary Proceedings

The university informs victims of any crime of violence or nonforcible sex offense of the final results of a disciplinary proceeding and the action taken against the perpetrator student when the proceeding finds a violation.

## Listing of Graduate Programs

### PhD Programs

- Accountancy
- Business

### Master of Business Administration

- The Bentley MBA
- Emerging Leaders MBA
- Professional MBA
- MS+MBA

### MBA Concentrations

- Accountancy
- Business Analytics
- Economics of Financial Markets
- Finance
- Information Systems and Technology
- Law and Taxation
- Management
- Marketing

### Master of Science

- Accountancy
- Business Analytics
- Finance
- Financial Planning
- Human Factors in Information Design
- Information Technology
- Marketing Analytics
- Taxation

### Certificate

- Graduate Certificate in Accountancy
- Graduate Certificate in Business Analytics
- Graduate Certificate in Business Ethics
- Graduate Certificate in Fraud and Forensic Accounting
- Graduate Certificate in Marketing Analytics
- Graduate Certificate in Taxation
- Master Personal Financial Planner Certificate™
- Advanced Graduate Business Certificate
- Advanced Graduate Certificate in Financial Planning
- Advanced Graduate Certificate in Taxation

# PHD PROGRAMS

## The Bentley Accountancy PhD

### Curriculum

**First Year Fall (9 credits)**

PHD 1501 Philosophy of the Social Sciences
PHD 1506 Quantitative Research Methods I
PHD 1502 Quantitative Analysis I
PACC 1604 Accountancy Workshop*

**First Year Spring (9 credits)**

PHD 1503 Qualitative Research Methods I
PHD 1504 Quantitative Analysis II
PACC 1602 Auditing and Assurance
PACC 1604 Accountancy Workshop*

**First Year Summer (3 credits)**

PHD 1750 Independent Research Project

**Second Year Fall (9 credits)**

PBU 1602 Microeconomics Theory
PHD 1510 Ethics and Social Responsibility
PACC 1603 Managerial Control Systems
PACC 1604 Accountancy Workshop*

**Second Year Spring (12 credits)**

PACC 1601 Financial Accounting
PACC 1605 Judgment and Decision Making
PACC 1604 Accountancy Workshop*
Elective

*Accountancy Workshop is no credit until the last term

## The Bentley Business PhD

### Curriculum

**First Year Fall (9 credits)**

PHD 1501 Philosophy of the Social Sciences
PHD 1506 Quantitative Research Methods I
PHD 1502 Quantitative Analysis I
PBU 1604 Business Workshop*

**First Year Spring (9 credits)**

PHD 1503 Qualitative Research Methods I
PHD 1504 Quantitative Analysis II
PBU 1605 Organizational Theory
PBU 1604 Business Workshop*

**First Year Summer (3 credits)**

PHD 1750 Independent Research Project

**Second Year Fall (9 credits)**

PBU 1602 Microeconomics Theory
PHD 1510 Ethics and Corporate Social Responsibility
PBU 1604 Business Workshop*
Elective

**Second Year Spring (12 credits)**

PBU 1603 Information Systems
PBU 1604 Business Workshop*
Elective
Elective

*The Business Workshop is no credit until the last term

# MBA & MS Programs

## The Bentley MBA

### Curriculum

**Program Requirements (48 credits)**

**Innovation Theme (12 credits)***

INN 601 Psychology of Innovation
INN 602 Enhancing Creativity
INN 603 Design for Business
INN 604 Sustaining Innovation

*Includes an imbedded Global Business Experience

**Value Theme (12 credits)***

VAL 601 The Value Environment
VAL 602 Deriving Value
VAL 603 Generating Value

*Includes an imbedded Global Business Experience

**Environment Theme (12 credits)***

ENV 601 Social Context
ENV 602 Law, Regulation and the Economic Environment
ENV 603 Technology, Communication and Networks
ENV 604 Analyzing Complexity and Change

*Includes an imbedded Global Business Experience

**Leadership Theme (12 credits)**

LDR 601 Leadership: Fundamentals
LDR 602 Thinking About Thinking
LDR 603 Leadership Ethics: Decision Making, Influence and Integrity
LDR 604 Global Strategy

## Emerging Leaders MBA Program

### Curriculum

**Foundation Requirements (up to 15 credits)**

Students with the appropriate background may be waived from these courses.

GR 521 Managerial Statistics
GR 522 Economic Environment of the Firm
GR 523 Marketing Management
GR 524 Accounting for Decision-Making
GR 525 Financial Statement Analysis for Decision- Making

**Program Requirements (40 credits)**

**MBA Core Courses (25 credits)**

GR 601D Strategic IT Alignment
GR 602D Business Process Management
GR 603D Leading Responsibly
GR 604D Global Strategy
GR 606D Designing for the Value Chain (4 credits)
GR 645D Law, Ethics and Social Responsibility
GR 735D Corporate Immersion
GBE 790 ELMBA Global Business Experience

**Electives (15 credits)**

Select 4 courses from one of the following Concentrations and 1 Free Elective

- Accountancy
- Business Analytics
- Economics of Financial Markets
- Finance
- Information Systems and Technology
- Law and Taxation
- Management
- Marketing

*Note: ELMBA students are not allowed to have more than four elective courses from the same academic discipline (i.e. AC, FI, TX) count towards their degree*

## MS + MBA Program — Information Technology

### Curriculum

**Foundation Requirements (up to 15 credits)**

Students with the appropriate background may be waived from these courses.

GR 521 Managerial Statistics
GR 522 Economic Environment of the Firm
GR 523 Marketing Management
GR 524 Accounting for Decision-Making
GR 525 Financial Statement Analysis for Decision- Making

**Program Requirements (46 credits)**

**MBA Core Courses (25 credits)**

GR 601D Strategic IT Alignment
GR 602D Business Process Management
GR 603D Leading Responsibly
GR 604D Global Strategy
GR 606D Designing for the Value Chain (4 credits)
GR 645D Law, Ethics and Social Responsibility
GR 735D Corporate Immersion
GBE 790 ELMBA Global Business Experience

**IT Courses (18 credits)**

CS 603 Object-Oriented Application Development
CS 605 Data Management and Systems Modeling
CS 607 Technology Infrastructure of Information Systems
CS 610 Enterprise Architecture
CS 620 IT Project Management
CS 630 Object-Oriented Systems Analysis and Design

**Electives (6 credits)**

Select one CS or IPM Elective

*Students who have completed comparable coursework may be eligible to substitute electives for CS603, CS605 and/or CS607 in consultation with the MSIT Program Director.*

## Professional MBA

### Curriculum

**Foundation Requirements (up to 15 credits)**

Students with the appropriate background may be waived from these courses.

GR 521 Managerial Statistics
GR 522 Economic Environment of the Firm
GR 523 Marketing Management
GR 524 Accounting for Decision-Making
GR 525 Financial Statement Analysis for Decision- Making

*Note: Students may be waived from 3 Foundation Courses without being required to add electives. If 4 Foundation Courses are waived, 1 added elective is required. If 5 Foundation Courses are waived, 2 added electives are required.*

**Program Requirements (31 - 37 credits)**

**MBA Core Courses (19 Credits)**

GR 601P Strategic IT Alignment
GR 602P Business Process Management
GR 603P Leading Responsibly
GR 604P Global Strategy
GR 606P Designing for the Value Chain (4 credits)
GR 645D Law, Ethics and Social Responsibility

**Electives (12 - 18 credits*)**

Four electives are required and may be completed in either of the following options:

**Option 1: Declare one of the Concentrations below and select 4 courses from the concentration's list of offerings**.

- Accountancy
- Business Analytics
- Economics of Financial Markets
- Finance
- Information Systems and Technology
- Law and Taxation
- Management
- Marketing

**Option 2: (Take 4 courses for a general MBA).**

**If more than 3 Foundation Courses are waived, students must add electives. See Note under Foundation Requirements.*

*Note: PMBA students are not allowed to have more than four elective courses from the same academic discipline (i.e. AC, FI, TX) count towards their degree.*

## Master of Science in Accountancy

### Curriculum

**Pre-Program Foundation Courses (9 credits)**

Students with the appropriate background may be waived from these courses.

GR 521 Managerial Statistics
GR 522 Economic Environment of the Firm
GR 525 Financial Statement Analysis for Decision-Making

**Program Requirements (30 credits)**

**Accountancy Foundation or Unrestricted Electives (9 credits)**

Students with the appropriate background will be allowed to substitute unrestricted electives for these courses.

AC 611 Financial Accounting Problems I
AC 612 Financial Accounting Problems II
AC 621 Cost Accounting

**Accountancy Core (12 credits)**

AC 730 Business Processes and Systems Assessment
AC 741 Financial Statement Auditing
AC 750 Federal Income Taxation
AC 793 Professional Accounting Research and Policy

**Electives (9 credits)**

Select a minimum of 2 courses in Accountancy at the 700 level or higher from the following list.

AC 701 Internship in Accounting Practice
AC 713 Adv. Topics in Financial Accounting
AC 714 Business Reporting and Analysis
AC 722 Adv. Topics in Managerial Accounting
AC 731 Adv. Acctg Information Systems: Modeling Effective Accounting Systems
AC 742 IT Auditing
AC 744 Internal Auditing
AC 753 Tax Factors in Business Decisions
AC 766 Risk and Performance Measurement
AC 771 Governmental Accounting, Reporting and Auditing
AC 772 Principles of Fraud Investigation
AC 773 Fraud and Forensic Accounting
AC 781 International Dimensions of Accounting

The remaining elective may be in Accountancy (AC) at the 700 level or higher or non-accountancy courses at the 600 level or higher.

*Note: Electives may be chosen according to the student's interest or to fulfill requirements for a graduate certificate in a related area, for example, fraud and forensic accounting, taxation, financial planning, business ethics, or business analytics.*



## Master of Science in Business Analytics

### Curriculum

**Pre-Program Foundation Courses (9 credits)**

Students with the appropriate background may be waived from this course:

GR 521 Managerial Statistics

**Required Analytics Courses: (18 credits)**

Students with the appropriate background will be allowed to substitute unrestricted electives for these courses.

CS 605 Data Management and Systems Modeling
MA 610 Optimization and Simulation for Business Decisions
MA 611 Time Series Analysis
MA 710 Data Mining
ST 625 Quantitative Analysis for Business
ST 635 Intermediate Statistical Modeling for Business

**Electives (12 credits)**

Select any 4 courses from the following electives or, with permission from the MSBA Program Director, any 600-level or higher elective.

ST 701 Internship in Business Data Analysis
CS 603 Object-Oriented Application Development
CS 612 Web-Based Application Development
CS 650 Data Management Architectures
CS 753 Business Intelligence Methods & Technologies
EC 611 The Macroeconomics of Financial Markets
EC 621 Business & Economic Forecasting
EC 631 Market Structure and Firm Strategy
FI 623 Investments
FI 635 Fixed Income Valuation and Strategies
FI 640 Equity Valuation
FI 645 Derivatives
GR 602 Business Process Management
HF730 Visualizing Information
IPM 652 Information Management
IPM 723 Information Security, Control and Ethics
IPM 755 Special Topics in Information Process Management
MK 711 Marketing Research & Analysis
MK 725 E-Marketing
MK 726 Customer Data Analysis and Relationship Marketing
MK 758 Enhancing Creativity
MG 704 Management Consulting Skills
OM 661 Operations Strategy
SFM 653 Service-Focused Management
SFM 654 Managing Quality in Service

## Master of Science in Finance

### Curriculum

**Foundation Requirements (up to 9 credits)**

Students with the appropriate background may be waived from these courses.

GR 521 Managerial Statistics
GR 522 Economic Environment of the Firm
GR 524 Accounting for Decision Making

**Program Requirements (30 credits)**

**Core Courses (15 credits)**

FI 623 Investments
FI 625 Corporate Finance: Theory, Tools and Concepts
FI 730 Management of Financial Institution
FI 751 International Financial Management
ST 625 Quantitative Analysis for Business

**Electives (15 credits)**

Select 5 courses in Finance (FI) from the following list:

FI 627 Corporate Finance: Applications and Advanced Topics
FI 635 Fixed Income Valuation and Strategies
FI 640 Equity Valuation
FI 645 Derivatives
FI 650 Advanced Portfolio Theory and Practice
FI 685 Financial Strategy
FI 735 Mergers and Acquisitions
FI 745 Real Estate Investment Analysis
FI 787 Large Investments and International Project Finance

## Master of Science in Financial Planning

### Curriculum

**Program Requirements (30 credits)**

**Financial Planning Core (18 credits)**

FP 600 Professional Financing Planning Practice*
FP 601 Investments and Capital Accumulation
FP 610 Benefits, Compensation and Retirement
FP 620 Trusts, Gifts and Estates
FP 630 Financial Planning Process and Case Studies
TX 601 Federal Taxation of Income

**Professional Financial Planning Practice is recommended to be taken as one of the first courses in the MSFP program.*

### Electives (12 credits)

Select five financial planning courses from the list below or any other graduate courses at the 600 level or higher.

FP 700 Investment Vehicles
FP 701 Portfolio Management
FP 703 Marriage, Separation and Divorce
FP 704 Financial Planning for Non-Traditional Families
FP 705 Elder-Planning Techniques
FP 706 Psychology in Financial Planning
FP 710 Insurance and Wealth Preservation Planning Techniques
FP 755 Special Topics Seminar in Financial Planning
FP 781 Internship in Financial Planning Practice

# Master of Science in Information Technology

## Curriculum

### Program Requirements (30 credits)

### Information Technology Core (18 credits)

CS 603 Object-Oriented Application Development*
CS 605 Data Management and Systems Modeling*
CS 607 Technology Infrastructure of Information Systems*
CS 610 Enterprise Architecture
CS 620 Global IT Project Management
CS 630 Object-Oriented Systems Analysis and Design

**Students who have completed comparable coursework may be eligible to substitute electives for CS603, CS605 and/or CS607 in consultation with the Program Dir*ector.

### CS Elective (3 credits)

Select one course from the following list:

CS 612 Web-Based Application Design
CS 640 Data Communications
CS 650 Data Management Architectures
CS 753 Business Intelligence Methods and Technologies
CS 795 Special Topics Seminar
CS 801 IT Policy and Management
CS 881 MSIT Internship
GS 602D Business Process Management

### Information Systems & Technology Elective (3 credits)

Select one CS, IPM or HFID course.

### Unrestricted Electives (6 credits)

Select two additional Bentley Graduate School courses with approval of the MSIT Program Director.

# Master of Science in Human Factors and Design

## Curriculum

### Program Requirements (30 credits)

### Core Courses (9 credits)

HF 700 Foundations in Human Factors
HF 710 Managing a User-Centered Design Team
HF 750 Testing and Assessment Programs

### Human Factors Electives (15 credits)

Select five courses from the list below.

HF 720 Localization and the Global Market
HF 730 Visualizing Information
HF 740 Information Architecture: User-Centered Design for the World Wide Web
HF 751 Measuring the User Experience
HF 755 Special Topics in Human-Computer Interactions
HF 760 Intelligent User Interfaces
HF 765 Advanced User Interface Designs
HF 770 Prototyping and Interaction Design
HF 780 Field Methods in Human-Computer Interaction
HF 785 Ethnography of Work for Design
HF 790 Internship in HFID
HF 795 Research Methods in Human Factors
HF 800 User Experience Thesis

### Non-Human Factors Electives (6 credits)

Select two courses from the list below or, with approval of the MSHFID Program Director, any other graduate course at the 600 level or higher.

CS 603 Object-Oriented Application Development
CS 607 Technology Infrastructure of Information Systems
GR 602P Business Process Management
GBE 790 Global Business Experience
IDCC 711 Argumentation Strategies for Business
IPM 652 Information Management
MG 632 Managing Effective Work Teams
MG 635 Negotiating
MG 645 Managing Organizational Change
MG 646 Management of Technology
MG 651 Project Management
MG 652 Management of Innovation
ST 625 Quantitative Analysis for Business
ST 635 Intermediate Statistical Modeling for Business

# Master of Science in Human Factors and-Design: California and Online

## Curriculum

### Program Requirements (30 credits)

### Required Courses (12 credits)

HF 700 Foundations in Human Factors
HF 710 Managing a User Centered Design Team
HF 715 User Experience Boot Camp
HF 750 Testing and Assessment Programs

### Human Factors Electives (12 credits)

Select four courses from the list below.

HF 720 Localization and the Global Market
HF 730 Visualizing Information
HF 740 Information Architecture: User-Centered Design for the World Wide Web
HF 751 Measuring the User Experience
HF 755 Special Topics in Human-Computer Interactions
HF 760 Intelligent User Interfaces
HF 765 Advanced User Interface Designs
HF 770 Prototyping and Interaction Design
HF 780 Field Methods in Human-Computer Interaction
HF 785 Ethnography of Work for Design
HF 790 Internship in HFID
HF 795 Research Methods in Human Factors
HF 800 User Experience Thesis

### Non-Human Factors Electives (6 credits)

After consultation with the MSHFID Program Director, select two graduate courses at the 600 level or higher.

# Master of Science in Marketing Analytics

## Curriculum

### Foundation Requirements (up to 9 credits)

Students with the appropriate background may be waived from these courses.

GR 521 Managerial Statistics
GR 522 Economic Environment of the Firm
GR 523 Marketing Management

### Program Requirements (30 credits)

### Marketing Analytics Core (15 credits)

MK 612 Strategic Marketing
MK 711 Marketing Research and Analysis
MK 726 Customer Data Analysis and Relationship Marketing
ST 625 Quantitative Analysis for Business
ST 635 Intermediate Statistical Modeling for Business

### Electives (15 credits)

Select three marketing courses from the list below. The remaining two courses can be in marketing or any other discipline, at the 600 level or higher.

MK 701 Internship in Marketing
MK 712 Consumer and Buyer Behavior
MK 713 Marketing Promotion and Communication
MK 714 Marketing Channels and Logistics
MK 715 New Products: Planning, Development and Marketing
MK 716 International Marketing
MK 718 Marketing of Services
MK 725 E-Marketing
MK 755 Special Topics in Marketing
MK 758 Enhancing Creativity

# Master of Science in Taxation

## Curriculum

### Program Requirements (30 credits)

### Taxation Core (15 credits)

TX 600 Professional Tax Practice*
TX 601 Federal Taxation of Income
TX 602 Transactions
TX 603 Corporations and Shareholders
TX 604 Multi-Jurisdictional Taxation

*Professional Tax Practice is recommended to be taken as one of the first courses in the MST Program.

### Electives (15 credits)

Select five taxation courses from the list below or any other graduate courses at the 600 level or higher.

TX 704 Federal Taxation of Income from Trusts and Estates
TX 707 Pass-through Entities and Closely Held Businesses
TX 711 Mergers and Acquisitions
TX 731 Investment Companies and Other Financial Products
TX 732 Intellectual Properties
TX 733 Tax Aspects of Buying and Selling a Business
TX 741 Tax Accounting Problems
TX 755 Special Topics Seminar in Taxation
TX 761 State and Local Taxation Practice
TX 771 International Tax Practice
TX 781 Internship in Tax Practice
TX 791 Practicum in Low-Income Taxpayer Clinic

## Graduate Certificate in Accountancy

**Accountancy Pre-Program Requirements (up to 9 credits)**

Students without the appropriate background must take the following courses to meet the accountancy preparation requirement.

AC 611 Financial Accounting Problems I
AC 612 Financial Accounting Problems II
AC 621 Cost Accounting

**Program Requirements (12 credits)**

**Accountancy Core Courses (12 credits)**

AC 730 Business Processes and Systems Assessment
AC 741 Financial Statement Auditing
AC 750 Federal Income Taxation
AC 793 Professional Accounting Research and Policy

*All course work must be completed within five years.*

## Graduate Certificate in Business Analytics

**Program Requirements (12 credits)**

**Required Core Courses (6 credits)**

ST 625 Quantitative Analysis for Business
ST 635 Intermediate Statistical Modeling for Business

**Electives (6 credits)**

**Methodology Courses**

Select at least one from the following methodology courses:

EC 621 Business & Economic Forecasting
MA 610 Optimization & Simulation for Business Decisions
MA 611 Time Series Analysis
MA 710 Data Mining
MK 726 Customer Data Analysis and Relationship Marketing

*Note: students may not take both EC 621 and MA 611.*

**Application Courses**

Select one more course from the above list OR one from the following application courses:

CS 605 Data Management and Systems Modeling
CS 753 Business Intelligence Methods & Technologies
EC 611 The Macroeconomics of Financial Markets
EC 631 Market Structure and Firm Strategy
MK 711 Marketing Research & Analysis
ST 701 Internship in Business Data Analysis

*All course work must be completed within five years.*

## Graduate Certificate in Business Ethics

**Program Requirements (12 credits)**

**Required Core Courses (6 credits)**

ETH 700 Ethical Issues in Corporate Life

Select one of the following courses:

ETH 750 Managing Ethics in Organizations
ETH 810 Research in Business Ethics

**Electives (6 credits)**

Select two electives from the following list:

AC 766 Risk and Performance Measurement
ETH 701 Internship in Business Ethics
ETH 750 Managing Ethics in Organizations
ETH 810 Research in Business Ethics
IPM 723 Information Security, Control and Ethics
LA 720 Law and Ethics in Business
MG 630 Interpersonal Behavior in Management
MG 645 Managing Organizational Change
MG 656 Managing Human Resources in a Customer Focused Environment
MG 661 International Management Behavior
MG 670 Managing in a Diverse Workplace
MG 671 Management of the Transnational Corporation

*All course work must be completed within five years.*

## Graduate Certificate in Fraud & Forensic Accounting

**Accountancy Pre-Program Requirements (up to 3 credits)**

Students without the appropriate background must take the following course to meet the accountancy preparation requirement.

AC 611 Financial Accounting Problems I

**Program Requirements (15 credits)**

**Required Core Courses (12 credits)**

AC 730 Business Processes and Systems Assessment
AC 741 Financial Statement Auditing
AC 772 Principles of Fraud Investigation
AC 773 Fraud and Forensic Accounting

**Elective (3 credits)**

Select one course from the following list:

AC 701 Internship in Accounting (must be in forensic accounting)
AC 742 IT Audit (if not taken as the audit course in the required above)
AC 744 Internal Audit (if not taken as the audit course in the required above)
IPM 723 Information Security, Control and Ethics
LA 701 Business Law
LA 725 Cyberlaw
LA 715 International Business Law
LA 720 Law and Ethics

*All course work must be completed within five years.*

## Graduate Certificate in Marketing Analytics

**Foundation Requirements (up to 9 credits)**

Students with the appropriate background may be waived from these courses.

GR 521 Statistics
GR 522 Economic Environment of the Firm
GR 523 Marketing Management

**Program Requirements (15 credits)**

**Required Core Courses (12 credits)**

MK 612 Strategic Marketing
MK 711 Marketing Research and Analysis
MK 726 Customer Data Analysis and Relationship Marketing

And select one of the following:

ST 625 Quantitative Analysis for Business
ST 635 Intermediate Statistical Modeling for Business

**Elective (3 credits)**

Select one from the following list:

MK 712 Consumer and Buyer Behavior
MK 713 Marketing Promotion and Communication
MK 714 Marketing Channels and Logistics
MK 715 New Products: Planning, Development and Marketing
MK 716 International Marketing
MK 718 Marketing of Services
MK 725 E-Marketing
MK 758 Enhancing Creativity

*All course work must be completed within five years.*

## Master Personal Financial Planner Graduate Certificate™

**Program Requirements (12 credits)**

**Required Core Courses (9 credits)**

FP 600 Professional Financing Planning Practice
FP 601 Investments and Capital Accumulation
FP 620 Trusts, Gifts and Estates

**Elective (3 credits)**

Select one from the following list:

FP 610 Benefits, Compensation and Retirement
FP 700 Investment Vehicles
FP 701 Portfolio Management
FP 703 Marriage, Separation and Divorce
FP 704 Financial Planning for Non-Traditional Families
FP 705 Elder-Planning Techniques
FP 706 Psychology in Financial Planning
FP 710 Insurance and Wealth Preservation Planning Techniques

*All course work must be completed within four years.*

## Graduate Certificate in Taxation

**Program Requirements (12 credits)**

**Required Core Courses (9 credits)**

TX 600 Professional Tax Practice
TX 601 Federal Taxation of Income
TX 604 Multi-Jurisdictional Taxation

**Elective (3 credits)**

Select one from the following list:

TX 602 Transactions
TX 603 Corporations and Shareholders
TX 704 Federal Taxation of Income from Trusts and Estates
TX 707 Pass-through Entities and Closely Held Businesses
TX 711 Mergers and Acquisitions
TX 731 Investment Companies and Other Financial Products
TX 732 Intellectual Properties
TX 733 Tax Aspects of Buying and Selling a Business
TX 741 Tax Accounting Problems
TX 761 State and Local Taxation Practice
TX 771 International Tax Practice
TX 791 Practicum in Low-Income Taxpayer Clinic

*All course work must be completed within four years.*

## Advanced Graduate Certificate in Business

**Program Requirements (12 credits)**

The curriculum is a custom-designed selection of at least four graduate business courses at the 600 level or higher and any required prerequisite courses. Open only to students who have been awarded an MBA or an MS in a business discipline.

*All course work must be completed within four years.*

## Advanced Graduate Certificate in Financial Planning

**Program Requirements (12 credits)**

Select four courses from the following list:

| | |
|---|---|
| FP 600 | Professional Financial Planning Practice |
| FP 601 | Investments and Capital Accumulation |
| FP 610 | Benefits, Compensation and Retirement |
| FP 620 | Trusts, Gifts and Estates |
| FP 700 | Investment Vehicles |
| FP 701 | Portfolio Management |
| FP 703 | Marriage, Separation and Divorce |
| FP 704 | Financial Planning for Non-Traditional Families |
| FP 705 | Elder Planning Techniques |
| FP 706 | Psychology in Financial Planning |
| FP 710 | Insurance and Wealth Preservation Plan Techniques |
| FP 730 | Financial Planning Process & Case Studies |

*All course work must be completed within four years.*

## Advanced Graduate Certificate in Taxation

**Program Requirements (12 credits)**

Select four courses from the following list:

| | |
|---|---|
| TX 600 | Professional Tax Practice |
| TX 601 | Federal Taxation of Income |
| TX 602 | Transactions |
| TX 603 | Corporations and Shareholders |
| TX 604 | Multi-Jurisdictional Taxation |
| TX 704 | Federal Tax of Income from Trusts and Estates |
| TX 707 | Pass-Through Entities and Closely-Held Businesses |
| TX 711 | Mergers and Acquisitions |
| TX 731 | Investment Companies and Other Financial Products |
| TX 732 | Intellectual Properties |
| TX 733 | Tax Aspects of Buying and Selling a Business |
| TX 741 | Tax Accounting Problems |
| TX 761 | State and Local Tax Practice |
| TX 771 | International Tax Practice |
| TX 791 | Practicum in Low-Income Taxpayer Clinic |

*All course work must be completed within four years.*

## MASTER'S CANDIDATE PROGRAM

The Master's Candidate Program is designed for motivated undergraduate students with high academic standing. Depending on the program of study, master's degree requirements may be completed with one year of additional full-time academic work.

Students can schedule an appointment with an adviser in the Graduate Student and Academic Services Office, LaCava 295, to discuss the admission process and academic options. Master's Candidate Program Information Sessions are a great way to learn about all aspects of the program, from program pre-planning to financing options. Information Session and workshop dates are posted in MyBentley in the Master's Candidate Program section within Academics.

## Program Benefits:

- Students in the Master's Candidate Program may be able to earn both a bachelor's and master's degree in five or more years depending on their personal and professional circumstances.
- Get a head start on your graduate program by taking graduate courses (Maximum of 6 credits) in a blended term during the final term of the senior year (See information on blended term below).
- Participate in co-curricular programs designed to support academic goals and success as you transition to graduate school.
- Take advantage of individual advising from a Graduate School Academic Adviser.
- Waive the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE) requirement for admission. (Required if planning on applying for merit-based aid.)
- Satisfy the 150 academic-credit-hour requirement to sit for the CPA exam in Massachusetts and many other states.
- There is no application fee.

## Program Requirements:

- Students interested in declaring their intention for the Master's Candidate Program must have a minimum cumulative GPA of 3.20.
- The timeframe for submission of the Masters Candidate Declaration Form is listed below:
  **Opens** - 8:30 am on the first day of a student's junior term.
  **Closes** - 4:30 pm on the first day of a student's final senior term.
- The opening and closing period dates are hard deadlines and no exceptions will be made.
- Students must maintain a minimum cumulative GPA of 3.20 to remain in the program, to register for a blended term, and to officially apply to the Graduate School. There are no exceptions to this rule.
- Students who transferred into Bentley from another institution must complete at least one full semester at Bentley and have Bentley grades posted before declaring intention for the Master's Candidate Program.
- Students must also be matriculated in an Undergraduate Day program in order to be eligible to declare intention for the Master's Candidate Program. Students in the Undergraduate Evening program are not eligible for the Master's Candidate Program but are welcome to apply to the McCallum Graduate School of Business through the traditional application process.
- Students that take the GMAT or GRE to be considered for aid should not submit scores that do not meet the minimum 500 (GMAT) or equivalent (GRE) required for admission consideration. Scores submitted will be used as part of the admission evaluation regardless of a student's 3.20 GPA standing.

## Blended Term Opportunity

A Blended Term enables a Master's Candidate to simultaneously enroll in a graduate course(s) that will count toward a graduate degree in the last semester of their senior year. Undergraduate tuition is charged during this term.

**General Guidelines**

- Students must be enrolled in the Master's Candidate Program to be eligible for the Blended Term. Students will still need to file a Graduate School Application Form in the last semester of senior year to obtain official acceptance.
- The Blended Term is not the official start term for graduate studies so Graduate School application materials do not have to be submitted prior to registering for the blended term. However, students should be preparing to submit all required application materials for the official start term (the semester after you complete your undergraduate studies) during the last semester of their senior year.
- Students are limited to a maximum of 2 graduate courses (6 credits) and a total of 15 credits in their Blended Term; students who will be taking a four-credit lab or additional credit for Service Learning are eligible to participate in a blended term.
- Students may not take more than two graduate level courses in their blended term.
- Students must have a minimum cumulative GPA of 3.20 in order to be eligible. There will be a GPA check at the time of registration as well as before the beginning of the semester.
- Students planning a Blended Term must meet with an Adviser in the Graduate Student and Academic Services Office to discuss eligibility and course options prior to the term of intended graduate registration.
- Students must then fill out and submit a Blended Term Registration Form for submission to the Graduate Student and Academic Services Office (LaCava 295) during normal business hours.
- Students interested in the Emerging Leaders MBA Program (ELMBA) may only take concentration electives in a Blended Term.

## Undergraduate Financial Aid in a Blended Term

- Recipients of need-based aid (i.e., grants, loans) and merit-based aid (i.e., scholarships) should adhere to the following guidelines to retain eligibility for undergraduate aid and scholarships during their Blended Term. For specific information, please contact the Office of Financial Assistance (781.891.3168) with any questions or concerns.
- Financial aid recipients (need or merit-based) must take at least six undergraduate credits and be enrolled in a minimum of 12 credits to maintain eligibility for undergraduate aid.
- Students who are receiving Bentley aid (grants or scholarships) are permitted to take a maximum of two graduate courses during the Blended Term depending on their situation.
- Students with undergraduate merit scholarships (awarded by Bentley University) will be allowed to receive their scholarship in the Blended Term, provided they still meet the GPA or other requirements.

## ACADEMIC SUPPORT, SERVICES AND ADVISING

## Graduate Student and Academic Services

Graduate Student & Academic Services is responsible for supporting student learning through intentionally structured co-curricular experiences. Programs and services are intentionally directed towards supporting academic progress and achievement while offering opportunities for growth as global citizens and student leaders. Following the belief that learning is a comprehensive, holistic, transformative activity that integrates academic engagement and personal development, strategic initiatives are directed towards sustaining the community values and expectations espoused in the Bentley Beliefs.

Services support this mission by offering academic advising meetings and academic support programs. The Graduate Student and Academic Service Team is also part of a larger campus advising system designed to connect students with Program Directors, MBA Concentration Coordinators, Internship Coordinator, and other campus resources and professionals.

Of equal importance, the mission of Graduate Student and Academic Services is committed to encouraging students meet their personal goals through participating in global citizenship programs, co-curricular leadership programs, and our cohesive, mindful, and caring international community of scholars. Community engagement is at the heart of what makes graduate education comprehensive, holistic and transformative. Event tickets can be obtained through MyBentley/Community tab.

Finally, in support of these goals, Graduate Student and Academic Services is dedicated to the promotion and preservation of the mission, values and vision of the university, and the policies espoused in the Graduate Academic Catalog, Graduate Admissions View book and Graduate Student Handbook.

Graduate Student and Academic Services is located in LaCava 295 and students are encouraged to meet with any member of the Graduate Student and Academic Services Team during open hours. There are multiple ways to meet with any team member.

Students can set up an appointment using MyBentley/Advising Tab to set up an appointment with an adviser via telephone, Skype, or in person. Graduate Student & Academic Services also offers drop-in visits each day of the week with a team of advisers from 1:00 a.m. to 3:30 p.m. during the academic term and until 6:30 p.m. on Wednesdays. The main website for Graduate Student and Academic Services is: *bentley.edu/graduate/gsas*.

Hour are as follows:

**FALL/SPRING**

| | |
|---|---|
| Monday, Tuesday, Thursday, Friday: | 8:30 a.m. to 4:30 p.m. |
| Wednesday: | 8:30 a.m. to 6:30 p.m. |

*Note:*
*The university is closed between Christmas and New Year's Day*

**SUMMER HOURS**

| | |
|---|---|
| Monday, Tuesday, Thursday: | 8:00 a.m. to 5:30 p.m. |
| Wednesday: | 8:00 a.m. to 6:00 p.m. |
| Friday: | Closed |

Contact are as follows:
**Advising:**
Advising Appointments: MyBentley/Advising Tab
Drop-in Advising Location: 295 LaCava Center
Optional Advising Updates: MyBentley/Advising Tab allows links to Facebook, LinkedIn and Twitter

**Community:**
Reserve/Purchase Event Tickets: MyBentley/Community Tab
Graduate and Sister Organizations: bentleygsa.org/content.

Optional Community Updates/MyBentley/Community Tab allows links to Facebook, LinkedIn and Twitter.

Email: gradvising@bentley.edu
Telephone: 781.891.2348
Fax: 781.891.2472

## Graduate Student Association (GSA) & Affiliated Sister Organizations

The mission of the Graduate Student Association is to create a professional and social environment that promotes personal and professional growth for all graduate students; influence graduate school policies that enrich the graduate school experience socially, academically and professionally; and unify students in the commitment to build relationships that establish a strong network in the business world. Each event represents an opportunity to connect with classmates through clubs and organizations tied to your personal and professional interests. Participating in a student organization teaches valuable skills in leadership, teamwork and collaboration. And the best part: You're sure to have fun in the process! The largest group is the Graduate Student Association (GSA), which spearheads a range of events and programs. Dinners, cultural events, volunteer opportunities, pub nights and signature events such as the annual Gala and Springfest, enable full-time and part time graduate students to network and discuss issues of common interest. The GSA represents graduate students on Bentley administrative committees and on the Graduate Council, which is responsible for institutional policies and curricula. Visit the GSA website (bentleygsa.org/content) for a list of upcoming events and links to the organization's 18 sister groups that include:

1. BGN: Bentley Graduate Network
2. ALPFA: Bentley Chapter
3. GAA: Graduate Accountancy Association
4. GFA: Graduate Finance Association
5. IABE: Iranian Association of Bentley University
6. GMO: Graduate Marketing Organization
7. GTFPA: Graduate Taxation and Financial Planning Association
8. ASCEND: Bentley Chapter
9. CSSA: Chinese Students and Scholars Association
10. GITMA: Graduate Information Technology Management Association
11. GMA: Graduate Management Association
12. IGSO: Indian Graduate Student Organization
13. GWLO: Graduate Women's Leadership Organization
14. GREA: Graduate Real Estate Association
15. AGF: A Global Friendship
16. BGCC: Bentley Graduate Consulting Club
17. BEC: Bentley European Club
18. HFIDO: Human Factor in Design Organization



## Registrar's Office

The Registrar's Office acts for the Faculty in coordinating activities including course registration, maintenance and protection of academic records, and certification of students for continued enrollment and for graduation. The office maintains, interprets, and monitors academic policy and communicates procedures to faculty, to students, and to the college's various publics. In carrying out its functions, the Registrar's Office maintains a comprehensive database of student academic and demographic information. The office certifies student enrollments and academic eligibility to various agencies including the NCAA and the National Student Clearinghouse, and it provides for alumni verification of degrees awarded.

Hour are as follows:

**FALL/SPRING**

| | |
|---|---|
| Monday to Thursday: | 8:30 a.m. to 5:00 p.m. |
| Friday: | 8:30 a.m. to 4:30 p.m. |

**SUMMER HOURS**

| | |
|---|---|
| Monday to Thursday: | 8:30 a.m. to 5:00 p.m. |
| Friday: | Closed |

| | |
|---|---|
| Location | Rauch 111 |
| Email: | GA_Grad_Registrars_office@Bentley.edu |
| Telephone: | 781.891.2177 |
| Fax: | 781.891.3428 |

### Transcript requests

Transcript requests must be submitted in writing and require the student's signature. See the Registrar's Office forms page on the Web for additional requirements. Transcripts will not be released if the student has not met their financial obligation to the University. Visit.bentley.edu/offices/registrar/forms.

### Registration

Bentley offers an automated, online course-registration system that allows students to register for classes using the web. This system also enables students to add courses through the first week of classes, drop courses through the second week of classes and withdraw from courses within predetermined deadlines.

### Drop/Add Policy

Students may add courses to their schedules only through the first week of the semester. Students may drop courses through the first two weeks of the semester without any academic penalty. Students are strongly encouraged to read all policies related to drop, add and withdrawal from courses and refunding as found on the Registrar's website.

### Course Withdrawal

Once registration has occurred, any student who needs to drop a course may do so during the first two-thirds of a semester. Courses may be dropped via MyBentley > Student Self-Service according to the schedule published in each semester's registration information and published on the Registrar's website. The effective date of a course drop is the date that the official notification is received by the Registrar's Office. Simply notifying the instructor of one's plans to drop a course for which one registers, or ceasing to attend a course, does not constitute an official withdrawal from the course. A student who fails to attend classes for a course for which he or she registers, and does not initiate the proper withdrawal action within the published deadlines, receives a grade of F for the course and is liable for any tuition charge applicable to the course. Course withdrawals beginning with the third week of class and continuing through two-thirds of the semester are recorded as W on a student's transcript. The W grade has no impact on the grade point average.

### Credit Restrictions

Graduate students are restricted to the number of credits that they may register for in a given term. This number is based on the student's program and the full-time/part-time status as declared on the admission application:

- ELMBA and MS+MBA students (full-time): 15-credit maximum.
- EMBA or PMBA students: 12-credit maximum (full-time) and 9 credit maximum (part-time)
- MS Students: 12-credit maximum (full-time) and 9-credit maximum (part-time)

Students who would like to register for more than their maximum credit allowance in a given term must request a credit limit change prior to the beginning of the registration period by sending an email to Graduate Student and Academic Services at gradvising@bentley.edu with the Subject "Credit Limit Adjustment."

### Course Prerequisites

Students are responsible for satisfying all prerequisites.

Sine MyBentley does not prevent students from registering for courses for which they do not have the prerequisites; all registrations are tentative subject to a prerequisite check by the Registrar's Office before the end of the drop/add period. If you have not met the prerequisites for your course, the Registrar's Office will notify you via your Bentley email account. If you do not respond within the given deadline, you will be dropped from the course. For questions concerning a pre-requisite violation contact the Registrar's Office at ga_grad_registrars_office@bentley.edu

Departments are not obligated to grant waivers to accommodate a student's required course of study. Students may petition the appropriate program director or academic department chair for a waiver of a prerequisite for a particular course. Students who choose to obtain a waiver and remain in the course do so at their own risk. The University makes every effort to notify students who fail to meet the appropriate prerequisites; the responsibility, however, is the students.

### Revised Schedules and Course Cancellations

Bentley reserves the right to cancel courses or to reschedule courses in which registration is below an acceptable minimum. The university makes every effort to communicate such changes to students already registered. If students cancel registration due to a schedule change by the university, their entire tuition for that course will be refunded or credited. If students were registered in only one course, the activity fee will also be refunded or credited.

The faculty names listed in registration information are tentative and subject to change. The university does not guarantee choice of individual instructors.

### Level Restrictions

Graduate students who want to register for undergraduate courses must complete a course change form and submit it to the Registrar's Office in Rauch 111 or via fax at 781.891.3428.

*Please note that all Graduate Electives* must be at the 600, 700 or 800 level.

### Course Limitations

A student may take up to 2 additional classes outside their degree program for reasons such as completion of a certificate, attempt to raise grade point average, or to obtain extra knowledge for the workforce. International students must consult with the Office of Graduate Student and Academic Services and the Center for International Students and Scholars as extra course work may require special permission before approval.

### Summer and Winter Starts

Students admitted for fall term are allowed to take courses in the preceding summer term provided their undergraduate degree is completed. Students admitted for spring term are allowed to take winter-session courses provided their undergraduate degree is completed. Master's Candidate students are allowed to follow this rule but must pay the tuition required of summer or winter-session courses as it is not a part of the Master's Candidate Program.

### Degree Audit Summary (DAS) /Degree Requirement Summary (DRS)

The Registrar's Office is responsible for creating and maintaining a DAS or DRS for each student. The DAS or DRS is created and sent to a student in their first semester. The DAS/DRS is a tool meant to assist students in tracking progress towards their degree and should be used in conjunction with their program guide, the MBA concentration worksheet, academic advisor and/or program director. DAS's are updated twice per semester and are available for viewing via MyBentley. Simply log on, click on "Student Self-Service," then "Main Menu," then "Graduate Student Main Menu," then "Academic Records Menu," then "Degree Audit Summary". Students should check their DAS on a regular basis.

Students who do not have a DAS (those pursuing a dual degree or graduate certificate or students who have completed a prior graduate degree at Bentley) will have a paper DRS on file at the Registrar's Office. The DRS is updated and mailed out once a year and upon request.

Students who wish to request a copy of their DRS or who have questions about their DAS should contact the Registrar's Office at ga_grad_registrars_office@bentley.edu.

### Degree Requirements / Course Selection / Academic Advising

Students are responsible to register for courses which are appropriate for their program and for which they have satisfied the required prerequisites. For assistance with course selection or to determine if a particular class or section is what you want/need, please consult the appropriate program guide, Program Director, academic adviser, fellow students, read past SETs (Student Evaluation of Teaching - available on the Registrar's website) or syllabi. Do the research BEFORE the class starts. MyBentley will allow all course registrations, even if the pre-requisite is not satisfied, the course will not count in your degree program or you took the course previously. Course selections are not monitored for program fit before, during or after registration. Therefore, it is your responsibility to choose appropriate courses. Errors in selecting your courses could result in having to take extra courses at your own expense.

## Academic Policies and Procedures

### Graduate Academic Programs, Policies and Procedures

Students enrolled in the university are responsible for familiarizing themselves with and understanding the implications of all institutional policies, procedures and requirements affecting progress toward their academic goals. These include, but are not limited to, degree and major course requirements, and the university's grading and course repeat policies. Students who fail to comply with these policies, procedures and requirements do so at their own risk.

### Graduate Course Waiver Policy

As part of a student's acceptance, Graduate Admissions will list the courses which a student is eligible to waive.

1. The waiver appeal process is as follows:
   a. Students complete a Pre-Add/Drop Waiver Appeal (found at: *http://www.bentley.edu/graduate/graduate-course-waiver-policy-and-appeal-form*) and submit it to Graduate Admissions with detailed documentation about the course they completed and an explanation of why they believe the course should be waived.
   b. Fall admits must submit all documentation by July 1 of the application year. Spring admits must submit all documentation by November 1 of the application year.
   c. If requesting more than one waiver, complete a separate form for each contact person.
   d. Graduate Admissions will evaluate all waiver appeals between the first and third weeks of July/November of the application year.
   e. This evaluation process may require input from program directors.
   f. Students will be notified of the results of their appeal after the 3rd week of July/November, which precedes graduate course registration.
   g. **NOTE: students should not contact program directors directly to ask about appeals during this time and program directors should refer all requests in this timeframe to Graduate Admissions.**
   h. Graduate Admissions will continue with late appeals through the Add/Drop period.
2. After the Add/Drop period ends, a student must work directly with the designated representative for each course using the Post Add-Drop Waiver Appeal Form available on the Registrar's and GSAS websites (found at: *http://www.bentley.edu/graduate/graduate-course-waiver-policy-and-appeal-form*).
   a. The "Waiver Appeal" form must be completed and all appropriate documentation attached and sent to the relevant departmental representative. The departmental representative will make a final decision.
   b. If requesting more than one waiver, complete a separate form for each contact person.
   c. A copy of the approved waiver form, which must include the departmental representative's signature, will be forwarded to the Registrar's Office. The Registrar will enter the waiver into the student record.
3. No waiver appeals will be accepted once a student has completed his/her first semester of study at Bentley. Exceptions to this will be at the discretion of the Program Directors, but such exceptions should be rare and should be reserved for situations that are out of the student's control.

### Grading Policy

| Grade | Alphabetical | Numerical Equivalent |
|---|---|---|
| 4.0 | A | 95-100 |
| 3.7 | A- | 90-94 |
| 3.3 | B+ | 87-89 |
| 3.0 | B | 83-86 |
| 2.7 | B- | 80-82 |
| 2.3 | C+ | 77-79 |
| | F | Below 77 |
| | P | Pass - Equivalent to 2.7 or better |
| | IG | Incomplete |
| | W | Assigned to indicate a withdrawal during the period starting at the third week of class and continuing through two-thirds of the semester |

There is no audit option for graduate-level courses.

### Receipt of Grades

Term grades for full-semester courses are due from faculty within 72 hours of the final exam for a term. Once grades have been received and processed, students may learn their grades by accessing MyBentley > Student Self-Service.

### Procedure for Resolution of Course Grade Disputes

In very rare instances, students may dispute a course grade. Such cases will be considered by a faculty-led review process described below. Every attempt should be made to preserve confidentiality for all involved in the process.

At any point during the process, the student may terminate the process and accept the original course grade. The Bentley University administration, including Deans, has no authority to change course grades.

1. All grading disputes shall begin with the student arranging a conference with the instructor. The student must initiate the dispute resolution process within 30 days of the posting of the final course grade.
2. If the dispute has not been resolved after the student-instructor conference, the student may choose to request a conference with the Department Chair of the instructor's primary department, which is normally the department in which the course is offered. If the course in question has a Course Coordinator, such as for General Business courses, the Course Coordinator shall be included in this meeting, even if the Course

Coordinator is from a different academic department.

3. If the instructor for the course with the disputed grade is the Department Chair, the student should contact the Chair of the Faculty Senate to request that a Hearing Committee be convened.
4. Prior to the conference with the Department Chair, a written detailed explanation of the complaint, along with supporting documents, will be submitted by the student to the Department Chair.
5. After the conference with the student, the Department Chair shall consult with the instructor.
   a. If the Department Chair believes that the instructor graded correctly, the process ends and the course grade will not be changed.
   b. If the Department Chair believes that the student may have been graded incorrectly, the Department Chair will suggest that the instructor consider reevaluating the course grade.
6. If the instructor still does not believe a course grade change is warranted, the Department Chair shall request that the Chair of the Faculty Senate convene a Hearing Committee of three tenured faculty members to resolve the case.
7. The Chair of the Faculty Senate is directed to choose by lot three tenured faculty members from all eligible faculty members. Members of the instructor's primary academic department are ineligible. The Chair of the Faculty Senate will ask the three-member Hearing Committee to select a committee chair, who will inform the instructor's Department Chair that the Hearing Committee has been formed, except in the case where the instructor is the Department Chair.
8. The Hearing Committee will examine all evidence from the instructor and from the student disputing the course grade. Within one week of the Hearing Committee's final decision, written findings and the Hearing Committee's decision will be forwarded to the student, instructor, Department Chair, and Course Coordinator, if appropriate.
   a. If the Hearing Committee rejects the assertion by the student that the course grade is incorrect, the process ends and the course grade will not be changed.
   b. If the Hearing Committee decides in favor of the student, and the instructor is unwilling to follow the Hearing Committee's recommendation, the Hearing Committee shall direct the Registrar to replace an F or other grade with an S grade. The course will count towards graduation, but will not be included in the student's grade point average.
9. Within 10 days of receiving the Hearing Committee's written decision, the student must respond in writing to the Hearing Committee Chair, accepting either the Hearing Committee's decision or the original grade. If the student does not respond, the original grade stands. Then the Hearing Committee Chair will inform the Registrar, Department Chair, instructor, course coordinator, and student of the outcome of the dispute process.

## Academic Standing

Graduate students can carry three different types of academic standing noted on a transcript by term: Good Standing, Academic Probation or Academic Dismissal.

Academic standing is noted by term and will only be retroactively altered for a specific term in the event of a University sanctioned grade change or reversal of an academic dismissal decision upon appeal; repeated courses will not change a student's academic standing for a given term.

- Good Standing: A student with an overall grade point average at or above 2.7.
- Academic Probation: A student with an overall grade point average below 2.7.
- Academic Dismissal: A student status assigned after all appeals are exhausted for a violation of the Graduate Academic Performance Policy.

*Note: A status of "Good standing" is needed to register for classes without consulting with an academic adviser, but it does not indicate eligibility to graduate. A GPA of 2.7 in both the major/concentrations, as well as overall GPA, is required for graduation.*

## Academic Performance Review

A 2.7 cumulative grade point average in all courses required for the degree or certificate and in the selected major/concentration is required to graduate. The Graduate Academic Performance Committee, *a body of faculty and administrators acting on behalf of the Dean of Business and the McCallum Graduate School*, will review all student academic records for a violation of the Graduate Academic Performance Policy when:

- A graduate student earns overall GPA below 2.7
- A graduate student earns <u>two or more</u> grades below 2.7
- Students in the 11-Month Bentley MBA Program will be reviewed after each module if found in violation of the Academic Performance Policy stated above.

## Academic Sanctions

Students found in violation of the Graduate Academic Performance Policy noted above will have their academic record reviewed by the Graduate Academic Performance Committee. Actions taken by the Graduate Academic Performance Committee after an academic record has been reviewed include:

- *Academic Warning:* Results in a formal e-letter sent by the Graduate Academic Performance Committee Chair acknowledging the violation of the Graduate Academic Performance Policy; Student is notified that further reviews can result in additional sanctions up to and including Academic Dismissal; There is no opportunity for appeal.
- *Academic Intervention:* Results in a formal e-letter sent by the Graduate Academic Performance Committee Chair acknowledging the violation of the Graduate Academic Performance Policy; Student is notified that adjustments are necessary to continue making progress towards a degree and that further reviews can result in additional sanctions up to and including Academic Dismissal; Adjustments may include, but are not limited to, changes in current course load or a short term leave of absence. There is an opportunity for an appeal as noted below.
- Academic Dismissal: Results in a formal e-letter sent by the Graduate Academic Performance Committee Chair acknowledging the violation of the Graduate Academic Performance Policy; Student is notified of the decision and Board's reasoning behind the decision; There is an opportunity for appeal of the decision as noted below.

The Graduate Academic Performance Committee reviews students after fall, spring, and summer terms. Upon completion of the Graduate Academic Performance Review Process, the Chair of the Graduate Academic Performance Committee will send those students reviewed an official e-letter via their Bentley email account. The letter will explain the outcome of the review and any related sanctions.

The Graduate Academic Performance Committee reviews violations, makes decisions, and acts on behalf of the Dean of Business and the McCallum Graduate School. The Chair of the Graduate Academic Performance Committee communicates all decisions on behalf of the Dean of Business and the Graduate School of Business.

## Academic Performance Appeal Process

Any appeal must be made in writing to the Chair of the Graduate Academic Performance Committee within 7 calendar days of the official dated e-letter. On behalf of the Dean of Business and the McCallum Graduate School, the Chair of the Graduate Academic Performance Committee will review written appeals and documentation and determine whether to uphold, alter, or reverse the decision of the Graduate Academic Performance Committee. The Chair of the Graduate Academic Performance Committee will notify the student in writing of the final outcome of the appeal once all materials have been reviewed.

In the interim, sanctions issued by the Graduate Academic Performance Committee, including dismissal, will not take effect until a final decision on an appeal is communicated to the student in an official e-letter by the Chair of the Graduate Academic Performance Committee.

All written appeals must include the rationale for disputing the initial appeal decision. Appeals should meet one of the criteria listed below:

1. New material information unavailable to the Committee at the time of the hearing becomes available. New material information must highlight unusual or unexpected circumstances, beyond a student's control or planning, and occurring during the term/s in question. In addition, students must supply physical documentation for stated information.
2. Evidence is provided that the stated process or protocol has not been followed.

## Incomplete Grade Policy

- Students who have two (2) or more IG grades will have holds placed on their accounts until the IG grades are reduced to one (1).
- Students who have IG grades turn to F may be subject to dismissal per the Academic Performance policy (see Academic Performance section).
- It is the student's responsibility to make arrangements with the instructor to clear the deficiency.
- An IG is not counted in computing grade point averages. However, the IG grade will turn to an F on November 15 for spring/summer courses and March 15 for fall/winter courses.
- A faculty member may request an extension beyond these dates by providing a written explanation to the Registrar's Office detailing remaining student work to be submitted and the expected completion date.
- There is no change of grade one year after the IG grade submission.

## Grade Changes

University policy requires all grade changes to be submitted within one year of the grade's original submission. The acceptance of grade changes beyond the one-year period may be requested of the Office of the Graduate School Dean and will only be considered in cases where extreme circumstances have prevented the student from completing the requirements within the one-year allowable time period. Requests to have a grade changed beyond the one-year allowable time period must be submitted in writing to the Assistant Dean and Director of

Student and Academic Services. The petition must include: a) the reason why the course could not be completed within the one-year time frame, b) a plan to complete the course that has been agreed upon by the student and faculty member. This plan must include the date by which the work will be complete and the date that the final grade will be submitted. This appeal process does not require a faculty member to allow a student more than one year to complete a course and does not guarantee the acceptance of the grade by the dean beyond the expired time period.

## Repeat Policy

The following policy applies to repeating any course:

- A student may only repeat a course in which an F grade has been earned.
- A failed course may be repeated only once.
- A student may only repeat a total of two courses.
- Only the second grade enters into the Grade Point Average, but the F grade will remain on the transcript.
- If the course is no longer offered or not available prior to a student's graduation, the student must seek approval from the Program Director or the Department Chair of the failed course to select an appropriate replacement course.
- If the student chooses not to repeat the course, the F will always be calculated in the student's GPA.

## Time to Degree Completion Policy

Students must complete their degree program/s (including any concurrent degrees and certificates) within 5 years of their earliest admit term. Beyond 5 years, without an approved Leave of Absence, a student would be required to apply for re-admission to the Graduate School with the understanding that previous course work and GMAT/GRE scores would no longer be counted towards the degree program/s; exams and courses must be retaken. A student can apply for a leave of absence for a period of up to two years. An approved leave of absence can allow a student up to seven years maximum to complete a degree program/s.

## Leave of Absence Policy

The Office of Graduate Student and Academic Services will oversee the consistent application of approving/denying leave of absence requests across the Graduate School for extenuating life circumstances that prevent degree progress. These circumstances would require documentation. Examples of such circumstances include, but are not limited to, having a child, serious illness, or the death of a close family member. In rare cases, leaves could be retroactive provided sufficient documentation and the requested extension did not exceed seven total years since matriculation. To ensure compliance, students will be contacted via letter after lack of registration in a consecutive fall/spring term.

Students wishing to take a term or year away from school for work or reasons not covered above, DO NOT need to request a leave of absence as long as their degree will be completed within 5 years as outlined in the Time to Degree Policy.

## Residence Requirements/Course Away Policy

Students must complete all degree requirements in residence at the Bentley Graduate School.

Under rare and special circumstances after matriculation, a student may petition for a waiver of the Residence Requirement for a maximum of two courses (6 credits). Petitions for up to two courses (6 credits) of work completed at another institution will be considered. Courses must be completed at an AACSB- or EQUIS-accredited institution. Courses must also be the final two courses needed to complete the degree program. In all cases, courses must be at the graduate level and carry credits equivalent to meeting the requirements of the Bentley degree. Boston-area colleges and universities will not be considered for a waiver of the Residence Requirement.

Such appeals should be addressed to the Assistant Dean & Director of Graduate Student and Academic Services.

Location: Rauch 111

## Concurrent Graduate Certificates

Current graduate students may receive both a graduate degree and concurrent certificate by either:

a) taking elective courses as a part of their degree that will also satisfy certificate requirements

b) completing one or two course(s) beyond their degree to satisfy certificate requirements.

- Courses cannot be applied to more than one certificate.
- Certificates will not be granted in an MBA student's area of concentration.
- Certificates will not be awarded concurrently with an MS degree in the same field.
- All courses used to qualify for a certificate must be completed within a four- or five-year period depending on the Certificate requirements.
- Students may not enroll in an Advanced Graduate Certificate program until they have completed a graduate degree at Bentley or elsewhere. Prior course work cannot be applied to these certificates.
  Courses completed through an Advanced Graduate Certificate program may be applied to a future graduate degree.
- Students who wish to pursue a certificate concurrently with their degree must submit a formal declaration to the Registrar's Office. A copy of the declaration can be found at: bentley.edu/offices/registrar/forms.

## Dual Degrees

A Dual Degree is an option for current graduate students interested in pursuing a second graduate credential. Students who wish to pursue a Dual Degree must formally apply by submitting the Dual Degree Application to the Graduate Student and Academic Services Office. The application can be found at: bentley.edu/offices/graduate-student-and-academic-services/graduate-forms. Students must meet the following criteria to be considered for a dual degree.

- Students who wish to pursue an MBA and MS degree may be eligible to share up to four courses (12 credits) between programs taken within the last five years.
- The sharing of credits is only an option between the MBA and one MS degree. There is no sharing for those wishing to pursue two MS degrees.
- Students whose original degree accepted the CPA or evidence of passing the bar in lieu of the GMAT/GRE must submit GMAT/GRE scores for acceptance if applying to a degree that requires the GMAT/GRE.
- A student must have a minimum GPA of 3.0 and have completed 9 graduate credits to be considered for a Dual Degree.
- There is no guarantee that the request for the second degree will be approved.
- Students wishing to pursue a second Master of Science (MS) degree must apply through the Office of Graduate Admission for the second MS degree; since unlike dual degrees and certificates which share courses between programs, a second MS degree shares no courses and requires a new and full application review. International students must consult with the Center for International Students and Scholars to ensure eligibility based on documentation requirement review and timing should they be interested in this option.

## Program Changes

Students who wish to pursue a Program Change must formally apply by submitting the Program Change Application to the Graduate Student and Academic Services Office. The application can be found at: bentley.edu/offices/graduate-student-and-academic-services/graduate-forms. Students must meet the following criteria to be considered for a program change:

- A student must have a minimum graduate GPA of 3.0, and have completed 9 graduate credits to be considered for a program change.
- There is no guarantee that the request for a program change will be approved.

## Field-Based Learning

Field-Based Learning is an important part of the graduate curriculum allowing students to gain valuable industry experience and networking opportunities. Students can explore interests and use knowledge gained from coursework in their work environment.

Field-based options include:

- Credit-Bearing Internships
- Field-Based Directed Studies
- Global Business Experience Courses

*Note: Students are limited to taking no more than two Field-Based Learning Courses to satisfy elective or concentration requirements. Students pursuing multiple MS degrees, Dual Degrees, and concurrent Certificates should speak with an adviser in Graduate Student and Academic Services for eligibility.*

## Internships

A 3-credit internship is subject to the following policies:

- All required work for an internship must be completed during the term of registration.
- MS and MBA Students may only take a total of two Field-Based Learning courses.
- Dual Degree students may take a total of three Field-Based Learning courses, however, only one field-based course can be shared across MS and MBA degrees.
- A 3-credit internship experience cannot be used to extend a 1-credit internship; students completing both must clearly distinguish the two in terms of work responsibility and supervision.

A 1-credit internship is subject to the following policies:

- All required work for an internship must be completed during the term of registration.
- Students are limited to a single 1-credit internship.
- A 1-credit internship experience cannot be used to extend a 3-credit internship; students completing both must clearly distinguish the two in terms of work responsibility and supervision.
- All 1-credit internships are 500-level courses and do not satisfy degree requirements.

All Credit-Bearing Internships are subject to the following Registrar's Office Policies:

- Current tuition is charged for each credit-bearing internship.
- Entire application process, including faculty submission of student information to the registrar, must be completed no later than the Add/Drop Deadline of each semester.
- Any courses dropped to accommodate internship course registration beyond the Add/Drop Deadline of each semester are subject to published refund deadlines.

• Regular withdrawal deadlines and refund penalties apply once the student has been registered for the internship course through the Registrar's Office.
• Regular grade reporting deadlines apply. Incomplete grades must be changed within 60 days of the last day of the semester to avoid conversion to an F.

International students must meet immigration regulations in order to complete an internship.

Graduate Assistants must obtain permission from Associate Dean of Business to register for an internship course.

## Independent Study Options

### Directed Study

Highly qualified students can, under guidance of a faculty member, undertake a directed study to conduct in-depth investigation and/or analysis of a specialized topic not currently offered in the program curriculum. These courses are based solely on research or a specially designed project developed in conjunction with a faculty member.

### Tutorial

Tutorials enable students to complete a regular course when it is not offered in the current semester. A tutorial follows the standard syllabus for a course with the following modification: The tutorial syllabus must reflect the fact that a student is completing the course independently and not as part of a class of students.

To initiate a tutorial, students must have a special need for the proposed course, e.g., the course is needed to complete a degree at a particular time.

A subset of graduate courses are only available on an independent study basis due to the fact that they are based solely on research or specially designed projects which lend themselves to a single person completing the assignment. These courses include ES701, ES702, ETH 810, HF800, MG 705 and MG825.

### Procedure for Directed Study or Tutorial

1. Students interested in pursuing either a Directed Study, or Tutorial must submit the following for approval before beginning the study:
a) A statement explaining the reason for the request.
b) A syllabus that has been created in collaboration with the faculty member who will be supervising.

This syllabus should include the following specific information:
• a brief description of the study
• goals/objectives
• required readings/bibliography
• explanation of course deliverables i.e., a project, papers, exams
• timeline for completion of course deliverables
• evaluation procedures i.e., grading criteria, scope and methods/ modes of interaction between the student and the professor

c) Directed Study/Tutorial Petition signed by the supervising faculty member and appropriate department chair. The petition can be found at: bentley.edu/offices/graduate-student-and-academic-services/graduate-forms.

2. Once complete, Associate Dean for Business Programs will be required to sign off on the merit of the proposal.
3. If approved, the student will be registered for the approved course by the Registrar's Office.

### Deadlines

• Requests for a Directed Study or Tutorial must be submitted by the first day of the semester that the course will be taken.
• Approval must be granted prior to beginning the study.

### Cost

Current tuition is charged for each Directed Study or Tutorial.

### Transcript Notation

• Directed Study: The course will be recorded on the transcript with a notation of the topic investigated along with a corresponding course number assigned by an academic department.
• Tutorial: The course will be recorded on the transcript as the appropriate course number and title.

## Degree Conferral And Graduation

Bentley confers degrees three times per year:

• Students finishing requirements in the summer are considered October graduates.
• Students finishing requirements in December are considered February or March graduates.
• Students finishing requirements at the conclusion of the spring term are considered May graduates. Students completing degree requirements at the conclusion of the summer intensive week in May will not be considered May graduates.

While degrees are conferred by the Board of Trustees three times per year, only one graduate commencement ceremony is held each year. This ceremony, typically held on the third weekend in May, is attended by those who had degrees conferred in October and March, the May degree candidates, and those who qualify under the commencement participation policies.

## Graduation Requirements

Graduate students must declare their intention to graduate by submitting a petition to graduate via MyBentley > Student Self-Service. A 2.7 cumulative average in all courses required for the degree or certificate and in the selected major/concentrations is required to graduate. Grade point averages are not rounded for graduation.



## Grade Point Average

The overall GPA reflects the average of all coursework completed at the graduate level at Bentley. This average is calculated by multiplying each course grade earned by the semester hours of credits to figure the total quality points. Then the total quality points earned are divided by the total hours of coursework completed to arrive at the grade point average. The overall GPA is the average reflected on each semester's grade report and on a student's transcript. Graduate students who have completed multiple degrees at the graduate level or who have taken additional graduate level courses beyond the course requirements specified for a degree should note that their overall GPA and degree GPA could differ. The degree GPA reflects the average of the coursework required to complete the requirements of one degree or certificate program including any required Pre-Program or Business Fundamental courses. This average is calculated similarly to the overall GPA but only includes the courses applicable to the degree or certificate program being pursued. In cases where a student has completed multiple degrees/certificates or has taken more courses than are required for a degree, the degree GPA is the GPA used to qualify a student for graduation honors and nomination to honor societies. The degree GPA is not printed on a student's transcript.

## Graduation Honors

Honors at graduation are awarded to those students receiving degrees who have achieved the following Degree GPA:

• High Distinction: 3.80 to 4.0
• Distinction: 3.60 to 3.799

Graduation honors are not awarded to certificate candidates. Grade point averages are not rounded. Honors are calculated on the degree grade point average, not the overall grade point average, if both exist. The degree GPA includes all Pre-Program Requirements or Business Fundamental courses required for degree completion. The overall GPA reflects the average of all coursework completed at the graduate level at Bentley University. This average is calculated by multiplying each course grade earned by the semester hours of credits to figure the total quality points. Then the total quality points earned are divided by the total hours of coursework completed to arrive at the grade point average. The overall GPA is the average reflected on each semester's grade report and on a student's transcript. Graduate students who have completed multiple degrees at the graduate level or who have taken additional graduate level courses beyond the course requirements specified for a degree should note that their overall GPA and degree GPA could differ. The degree GPA reflects the average of the coursework required to complete the requirements of one degree or certificate program. This average is calculated similarly to the overall GPA but only includes the courses applicable to the degree or certificate program being pursued. In cases where a student has completed multiple degrees/certificates or has taken more courses than are required for a degree, the degree GPA is the GPA used to qualify a student for graduation honors and nomination to honor societies. The degree GPA is not printed on each semester's grade report or on a student's transcript.

## Commencement Participation Policy

Along with those students who have completed degree requirements within an academic year, other graduate students may be allowed to participate in the spring commencement ceremony, provided the following conditions are met:

1. A student's account must be paid in full
2. After the spring semester, no more than six credits must remain for degree completion
3. A minimum 2.7 GPA is required for both the cumulative average of courses that qualify for a degree/certificate and major/ concentrations average
4. The student must register for his or her final course(s) prior to the graduation ceremony
5. The student must submit, no later than March 31, a petition to graduate via MyBentley > Student Self-Service for Students.
6. Student must not be subject to review by the Academic Performance Committee.

Additional Commencement Participation Information

1. The above policy in no way obliges the Graduate School to offer any specific summer course.
2. A student allowed to participate in commencement prior to the completion of final courses will have his or her name listed in the commencement program with the May completion candidates. A special annotation, "Anticipated completion of degree in October of XXXX," will appear and no graduation honors will be listed.
3. Diploma orders will be requested during the semester in which the degree will actually be completed.
4. A student who participates in Commencement prior to the completion of studies will also have his or her name listed in the subsequent year's commencement program. If graduation honors are earned, they will be noted in this listing.
5. Diplomas will be awarded only after all degree requirements have been completed.
6. Beta Gamma Sigma nominees will include only those students who anticipate completion of their degree requirements within the nomination year.

## Honors and Awards

### Honor Society

Beta Gamma Sigma is the national honor society for business students. Election to membership is the highest scholastic honor a graduate student can achieve. Beta Gamma Sigma is the only national scholastic honor society recognized by The Association to Advance Collegiate Schools of Business (AACSB). Nomination to the society occurs each spring and is determined by the degree grade point average in effect at that time. Students graduating in the top 20 percent of an academic year's graduates (October, February/March and May total population) receive written notification of their nomination to the society in the spring. To be considered members, nominees must accept the invitation to lifetime membership in Beta Gamma Sigma, and remit the one-time initiation fee. Those who accept the nomination are encouraged to attend the annual induction ceremony held on campus in April.

### Dandes Award

The Dandes Award is presented to the graduate student graduating in a given year (October, February and May) who has the highest overall GPA. In cases where there is a tie, the award is presented to all who have the same degree GPA. Students are typically notified in early April after the period to finish any incomplete grades has passed.

### Walker Scholarship:

The recipient of the Arthur H. Walker scholarship is chosen each year (pending funding availability) at the end of the March registration period. To be eligible, a continuing student must be pursuing an MBA, with a concentration in Management who has completed 30 or more credits at Bentley. A faculty sub-committee meets each year to determine the scholarship recipient. Students are traditionally notified in early April after the period to finish any incomplete grades has passed.

### O'Connell Scholarship

The recipient of the Jeremiah J. and M. Patricia O'Connell Scholarship is chosen each year (pending funding availability) at the end of the March registration period. To be eligible, a continuing student must be pursuing an MBA and meet the following criteria: 1) has completed at least 30 credits of Bentley graduate coursework, 2) majored in an arts and sciences discipline in their undergraduate degree and 3) has the highest GPA of the population meeting the aforementioned criteria. Students are traditionally notified in early April after the period to finish any incomplete grades has passed.

## Student Resources

### Graduate Career Services

Graduate Career Services takes pride in providing innovative, personalized service and will work closely with you to help you make informed decisions about choosing, changing, or advancing your career. We provide the highest caliber resources, programs, and advising delivered one-on-one, in group workshops, and online. Our goal is to engage you in the career preparation process by supporting your individuality and teaching you the skills and strategies to help you achieve your short- and long-term career goals. Additionally, as a member of the Bentley community you will have the opportunity to expand and foster long-term strategic relationships with a global alumni network and employers who highly value Bentley talent. And our work with you does not end at graduation; as a Bentley alumnus you are entitled to lifetime career services.

GCS supports your career development from your first day on campus with an evolving array of offerings which include: self-assessment tools; a Strategies for Career Success workshop series which provides you with the cutting edge skills necessary to establish a professional presence in person, online, and in writing and helps you create a foundation for sustainable career success; and BentleyLink, our web-based campus recruiting program that enables you to apply for jobs and internships and interview with recruiters who come to campus. In addition to two all-school career fairs (fall and spring), GCS hosts recruiting and networking events throughout the academic year designed specifically for graduate students across all programs.

We consider our relationship with our student body to be one of a true partnership, where you are working with us and taking an active role in your own career development. We look forward to developing this kind of relationship with you.

Location: LaCava 220
Website: *bentley.edu/graduate/your-career*

### Your Career

Fast forward your career with expert help from Graduate Career Services (GCS). Resources include workshops, recruitment and internship programs, career fairs, online databases, and more. Armed with up-to-the-minute information about job market trends, career advisors at Bentley work with graduate students to define professional goals, plan job-search strategies, and identify networking opportunities.

### Strategies for Career Success Series

This workshop series provides Bentley graduate students the cutting-edge skills necessary to establish a professional presence in person, online, and in writing. A vibrant professional presence provides a competitive edge in today's economic environment; it also establishes the foundation for sustainable career success in the future. Workshops are conducted in person or available for viewing via the BentleyLink Virtual Career Center, a comprehensive online resource library for students. Topics include: Creating Effective Résumés; Successful Networking; Interviewing Strategies; LinkedIn and Social Media; Targeting and Researching Jobs and Companies; and Winning Business Correspondence.

### Internship Program

Internships enable graduate students to integrate conceptual knowledge with practical field-based experience. Interns may receive academic credit, though non-credit internships are available as well. Career services staff and faculty collaborate to develop these opportunities, which often serve as a springboard to full-time employment at the company.

### Campus Recruiting by Employers

Local, national and international employers, representing a variety of business, industry, government and nonprofit organizations, recruit at Bentley on a regular basis. In addition, two career fairs attract more than 100 companies to Bentley in the fall and spring. Graduate Career Services also hosts special events such as Executive Exchange; Straight Talk: Insights from Industry Insiders; the Career Pathing series; and Executive Breakfasts designed to connect students with a broad range of employers and industry experts.

### Online Job Postings

With a BentleyLink password students can electronically access jobs and internships. Companies can post jobs specifically targeted to Bentley Graduate School students. With a password students can electronically access current listings, 24 hours a day. Each year, more than 400 local, regional and national companies visit the campus to conduct initial interviews with students who are seeking professional positions or internships.

### Powerful Network of Alumni

Bentley alumni and fellow graduate students can be valuable resources for connecting with potential employers. LinkedIn is a business-oriented social networking site mainly used for professional networking and is the best place to connect with fellow Bentley students as well as alumni. The Bentley Alumni Career Mentor Marketplace on LinkedIn is a forum to share career-related knowledge, information, referrals, and advice across industries and geographic locations worldwide.

### Client Services

Graduate students at Bentley complete their degree with a competitive advantage in the job market resulting from exposure to, and hands-on experience with, seven high-tech learning labs and many online resources and research databases. Wireless computing on campus makes it easy for students to work independently, or within a group, from anywhere on campus, and computing support is offered seven days a week.

Website: *bentley.edu/offices/client-services/computing-support-services*

### Winer Accounting Center for Electronic Learning and Business Measurement (ACELAB)

At the ACELAB, students can work on accounting tutorials or state-of-the-art software programs such as SAP or ACL. Many of the top Accountancy majors at Bentley work in the ACELAB, providing individual tutoring services. Students can also get hands-on experience with a variety of commercial accounting software packages. Case work enables students to improve communication skills so that they learn how to develop and communicate meaningful accounting information through presentations and reports.

Location: Jenison 300 and 305
Website: *bentley.edu/centers/acelab*

### High-Tech Classrooms

All of Bentley's classrooms are equipped with multimedia computers and display technology, which faculty employ as appropriate to enhance the presentation of course material.

### Computer Labs

Both PCs and Macintosh computers are available for more than 90 hours per week in the student computer labs, located in Lindsay Hall. These labs are equipped with more than 80 PC Pentium computers; a Macintosh lab features Power Macintoshes. The university also provides three "specialty labs" that support computer-based learning in computer information systems, modern languages and graphic design.

### Videoconferencing

Videoconferencing facilities are located in the Smith Technology Center, Adamian Academic Center, as well as a portable conferencing system.

## Center for Marketing Technology

The Center for Marketing Technology (CMT) is a "best-practices" teaching, research and creative media facility for hands-on learning and a hub for real-world marketing and corporate immersion projects. Located in Morison Hall, it provides leading-edge market research tools, techniques and information used by major advertising agencies and marketing departments. The CMT partners with industry experts and students to study the impact of social media, web collaboration and sustainable marketing practices that will shape our world tomorrow. The CMT is our biggest Apple Mac center and supports both analytical software for research projects and creative software for design, presentation and marketing communications projects.

Location: Morison 220
Website: *cmt.bentley.edu*

## The CIS Learning and Technology Sandbox

The CIS Learning and Technology Sandbox is a space for students to work and study together, seek assistance in their classes and try out new technologies. The facility has four tables with large monitors for group collaboration, several desktop computers running Windows, Linux and Mac operating systems, a Google TV, a SMART Board and an xBox. In addition to providing tutoring support for IT 101 and CIS courses, the CIS Sandbox hosts several workshops throughout the year on current computing topics.

Location: Smith Academic Technology Center
Website: *cis.bentley.edu/sandbox*

## User Experience Center (UXC)

The User Experience Center (UXC) at Bentley University is a global consulting group that provides user experience and usability research, evaluation, and design services. We offer our clients user experience solutions based on a unique combination of in-depth industry expertise and scientific rigor.

Location: Smith 121
Website: *bentley.edu/centers/user-experieince-center*

## Hughey Trading Room

The Hughey Trading Room is one of the most advanced facilities in the country. It is a practical, hands-on vehicle for presenting financial analysis, trading, risk management, and portfolio management concepts to students and the corporate community. While finance majors are the primary users, undergraduate and graduate students studying accountancy, computer information systems, management, marketing, and other business disciplines also use the facility.

Location: Smith Academic Technology Center 226
Website: *bentley.edu/centers/tradingroom*

## Center for International Students and Scholars

The mission of the Center for International Students and Scholars (CISS) is to provide the support and assistance for international students and scholars to achieve their educational goals. CISS and its staff promote a holistic approach to providing support and serve as a resource for the Bentley international community and staff. These services include our federally mandated immigration assistance, personal counseling and orientation programs for academics, cultural understanding and life in the United States. CISS provides support with immigration and cultural support for the university's 950 international students and scholars from approximately 90 countries. CISS is committed to providing a caring and supportive atmosphere for international students and scholars.

Location: Lewis Hall 101
Website: *bentley.edu/campus-life/student-development-services/international-students-and-scholars*

## English for Speakers of Other Languages (ESOL) Center & International Graduate Tutorials and Seminars

Bentley University students who are **English Speakers of Other Languages (ESOL)** can receive English language support for all their academic courses at the ESOL Center. Faculty tutors who specialize in working with multilingual learners  offer feedback and strategies for writing at any stages from early brainstorming through the drafting and organizing process. Additionally, students can receive help related to research, documenting sources, Power Point slides, pronunciation, oral presentations, resumes and cover letters and interview practice.

The ESOL Center is located in Room 26 of the Bentley Library (ground level), down the hall from the Help Desk. Students can make an appointment by going to bapps.bentley.edu and clicking on the ESOL Center, by calling 781-891-2021, or by dropping by the ESOL Center during the hours of operation to see if a tutor is available. Day and evening appointments are available.

For further information about the ESOL Center, you are welcome to contact Pam Carpenter at pcarpenter@bentley.edu.

Specific skills you will cover include:

- **Writing:** Bring your completed class papers by for review of your grammar and organization.
- **Grammar:** Individualized grammar lessons can help you improve any errors once and for all.
- **Executive Level Vocabulary Development:** You will be able to join small group sessions where you can work on and develop your high level executive vocabulary and idioms.
- **Presentation Skills:** Present a practice presentation with or without PowerPoint slides and receive professional feedback on your performance immediately with a Presentation Feedback handout given to you on the day you do your practice presentation. Repeat your presentation until you feel comfortable.
- **Pronunciation:** Polish your professional English speaking skills by receiving a professional assessment of your speaking pronunciation, diction, cadence, and stress and intonation. You will be given a detailed set of instructions on which vowels or consonants need work. You will receive a booklet of lessons to work on based on your individual needs and based on your native language's typical pronunciation errors. You will be able to practice the aural lessons in our state of the art language lab facility, CLIC. The Graduate School has a unique accent reduction program that will greatly improve your professional speaking ability.
- **Speaking Practice:** You will be able to make appointments to practice every day or business speaking. Discussions based on current articles from the Wall Street Journal are common. In addition to this form of speaking practice, the Graduate School also offers the Conversation Partners Program, where you will be matched with an American for further one-on-one conversations.
- **Graduate Classroom Dynamics:** You will be able to learn about the teaching pedagogical practices of American higher education and be ready for classroom encounters whether from the professors or from fellow graduate students. Learn how to jump into classroom discussions to improve your class participation grade. Also, learn how to overcome certain cultural barriers to participating actively in an American classroom setting.
- **Résumés and Cover Letters:** Receive a detailed critique of your resumes and cover letters based on the graduate school models implemented by the Office of Career Services. Get your resume and cover letters in perfect shape to present for job postings.
- **Job Interview Practice:** Numerous detailed and very helpful handouts will be provided to prepare you for your real job interviews. Practice mock job interviews with real life questions being asked of you by the graduate school tutor, Professor Mary Wright, who has had many years of practice preparing graduate students for job preparation

## International Student Distance Learning Hybrid And On-Line Course Policy

International students attending Bentley University on the F-1 Visa have special regulations binding on them for online and hybrid classes. The Department of Homeland Security requires F-1 students to maintain a full course of study, and the course of study must lead to the attainment of a specific educational or professional objective. A full course of study is defined as a minimum of: 12 credit hours for undergraduate and 9 credit hours for graduate students. F-1 students can count only one 100% online/distance learning class or three credits of online/distance learning course per semester toward the full course of study requirement [8 C.F.R. 214.2(f)(6)(i)(G)].

For Hybrid courses, international students are required to maintain physical presence in these classes at least partially. Partial "physical presence" will be interpreted as a minimum of two in-class attendance per hybrid course per semester (suggestion may be attendance at the first and last class sessions). **Please note that hybrid classes where students have the option to either participate online or in-class will be considered 100% online classes if students chose not to be physically present. Physical presence will be monitored by the Academic Technology Center for Hybrid courses and reported to the Center for International Students and Scholars.* Failure to comply with the regulation [8 C.F.R. 214.2(f)(6)(i)(G)] will be a violation of a student's F-1 status.

## English Language and American Culture Institute (ELACI)

The English Language and American Culture Institute (ELACI) was launched in summer 2014. One of the main goals of the institute is to provide programs for international students at an American business university. The Cultural Transition Program and the Supplemental Support Courses were developed to support international graduate students as they navigate the challenging coursework in the Graduate School of Business.

- The Cultural Transition Program (CTP): The Cultural Transition Program is a 3-week intensive academic and acculturation program held prior to the start of the academic year. Students in the program will develop their oral communication, critical thinking, and business writing skills through case study analysis, introduction to business concepts, and evaluation of current issues in business. Students will also gain valuable insight into the US graduate university system including classroom expectations, US cultural norms, and how to work successfully on intercultural teams.
- Supplemental Support Courses (SSC): Supplemental Support Courses are 10-week classes offered during the academic year for international graduate students. These classes supplement specific core courses offered in the Graduate School of Business that have proven to be challenging for international students. Student in SSC will learn practical techniques and strategies that can applied in their core courses while developing their oral and written communication skills.

For more information, contact Chrishon Blackwell at cblackwell@bentley.edu.

## Center for Business Ethics

Founded in 1976, the internationally renowned Center for Business Ethics (CBE), provides leadership in creating organizational cultures that align effective business performance with ethical business conduct. To this end, the center applies expertise, research, education and a collaborative approach to disseminating best practices. With its vast network of practitioners and scholars and an impressive multimedia library, CBE provides an international forum for education and research in business ethics.

In 1991, the Ethics and Compliance Officer Association (ECOA), which is the leading international association of ethics and compliance professionals, was founded by CBE, and today remains a key strategic partner. Every year, the CBE and ECOA offer the premier executive education program in business ethics and compliance called, "Managing Ethics in Organizations." Through various programs such as the Raytheon Lectureship in Business Ethics and the Verizon Visiting Professorship in Business Ethics, the center regularly brings business and academic leaders to campus to address key issues in the field. Monographs drawn from these lectures and other information on the Center for Business Ethics are available online (see web address below). Moreover, under the sponsorship of the State Street Foundation and in collaboration with the Bentley Alliance for Ethics and Social Responsibility, CBE annually holds the Global Business Ethics Symposium and the Global Business Ethics Teaching Workshop.

Students are encouraged to visit the center, which is located in the Adamian Academic Center, Room 108. Its library consists of an extensive collection of business ethics books, DVDs, bibliographies, surveys, curricular material and other publications.

Location: AAC 108
Website: *bentley.edu/cbe*

## Jeanne and Dan Valente Center for Arts and Sciences

The Valente Center's mission is to sustain the arts and sciences as a vital, integral and challenging aspect of undergraduate and graduate education at Bentley. The Valente Center contributes to the overall intellectual life on campus through the organization of panel discussions on pressing national and international topics, the Dean of Arts and Sciences Lecture Series, short-term visits by humanities scholars and longer visits by faculty from across a range of arts and science fields. The center supports faculty research through internal fellowships, student research assistantships, the working seminar series, workshops on academic publishing and grant writing, and the humanities research seminar with participating fellows from across Boston-area institutions. The center also fosters student research and intellectual engagement through the provision of research assistantships, the Albano self-directed student seminars and the Undergraduate Fellows ("Great Books") Seminar. The Valente Center is especially keen to cultivate research and teaching at the intersection of arts, sciences and business. The center also consciously tries to raise the national and international profile of Bentley's arts and sciences disciplines.

Location: AAC 247

## The Center for Health and Wellness

Confidential health care is available to all full-time Bentley students through the Center for Health and Wellness with the cost primarily covered by tuition. This care includes diagnosis and treatment of acute and chronic medical illnesses and injuries, lab testing, men's and women's health care (including pap smears, contraception, pregnancy testing and referrals, STD testing and treatment) and medical and dental referrals. While allergy injections are not administered on campus, the center's staff can help students arrange treatment at nearby clinics.

The Center for Health and Wellness is staffed by nurse practitioners, a nurse, physicians, a nutritionist, a coordinator of immunizations, a health educator as well as an alcohol and other drugs educator. Students with serious illnesses or emergencies are evaluated immediately and appropriate care is provided or referrals are made as needed.

University Police may be called at 781.891.3131 to provide emergency response and transportation or call an ambulance if necessary. Locations and telephone numbers of local clinics for non-urgent problems are available at the Center for Health and Wellness on the center's website (*bentley.edu/health*) and at the University Police Station.

Confidentiality is taken very seriously. No information is given to any other parties, including family members, without written authorization by the student except in emergency situations, when required by law or if a student is younger than 18.

The Center for Health and Wellness staff provides health counseling and education to individuals and groups, addressing topics such as stress management, relaxation, nutrition, sexuality, contraception and responsible lifestyle decision-making.

The Center for Health and Wellness is located on the first floor of Rhodes Hall. Hours are Monday, Wednesday and Thursday from 8:00 a.m. to 5:00 p.m.; Tuesday from 8:00 a.m. to 6:00 p.m.; and Friday from 8:00 a.m. to 4:30 p.m. The center is closed on school holidays. During the summer months, the office is open only for administrative issues: hours are from 8:00 a.m. to 5:30 p.m. Mondays through Thursdays.



During the academic year, students are seen by appointment with serious illnesses or emergencies seen immediately and referred if needed. Usually students are able to obtain same day appointments.

Appointments can be made in person or by phone by calling 781.891.2222. There is no overnight health facility on campus. In an emergency or if a student is very ill while the center is closed, University Police may be called at 781.891.3131 and they will provide emergency response and transportation or call an ambulance if necessary.

There is no charge for most services rendered at the center as they are covered by tuition for all full-time students. Exceptions include costs for lab tests and immunization which are either billed to or reimbursed by insurance. Costs for lab tests, X-rays or appointments with specialists at off-campus facilities are also the responsibility of the student. Students should call their family or insurance company to find out about coverage for these services, especially if prior approval is needed.

All full-time students must submit a medical history form and and immunization record. The immunization record should be signed by the student's health care provider. The state of Massachusetts requires immunizations against measles, mumps, rubella, tetanus, diphtheria, hepatitis B, varicella and meningitis. Immunization requirements should be met before attendance. If these requirements are not fully met, students may not be able to move into student housing. A physical examination is strongly recommended but not required.

Massachusetts also requires all students to have health insurance coverage. Students should be aware of how their insurance works and what restrictions may apply, especially if they are covered by an HMO or have high deductible plans. Students need to know whether prior approval by a primary care provider is necessary before lab tests or medications are ordered and before referrals are made.

### Alcohol and Other Drugs Education Resource Center

The Alcohol and Other Drugs Education Resource Center (ARC) serves as a resource for all members of the Bentley community. A trained alcohol and other drug prevention specialist is available to consult with students, family members, faculty and staff. The center offers educational workshops and materials as well as data from national and campus-wide surveys. ARC maintains lists of local alcohol and drug support groups and resources in the Boston area. ARC staff can provide individual consultations to assist students in identifying risk factors in order to reduce potential harm associated with the misuse of alcohol or other substances. ARC is located within the Center for Health and Wellness on the ground floor of Rhodes Hall. Meetings are confidential. To learn more about our programs, please visit *bentley.edu/health*. To contact the coordinator of the Alcohol and Other Drugs Prevention Program, call 781.891.2947.

### Counseling and Student Development

Counseling and Student Development (CSD) aids students in their personal, social, academic and career growth.

Counseling and therapy, ongoing programs, workshops and seminars are available to any Bentley student, free of charge. The office also consults with faculty and staff on university mental health issues and provides training on a wide range of human relations topics.

A number of important programs and services are based in the Counseling Center (CC). The center, located in the Michael A. Callahan Building, second floor, has a staff of psychologists and counselors who provide confidential short term services to the Bentley student community. A psychiatrist is available several hours each week for students working with psychologists in the Counseling Center.

The office is accredited by the International Association of Counseling Services and abides by the ethical standards of the American Psychological Association. No information is released to any party, including family, without the consent of the client except in emergencies or as required by law. Appointments can be made by phone (781.891.2274) or in person. Emergency hours are available from 3:00 to 4:00 p.m. daily.

### Students with Disabilities

The Office of Disability Services, located in the Counseling Center, provides academic and personal support to full- and part-time undergraduate students with diagnosed learning disabilities, attention deficit/hyperactivity disorders, hearing, visual and mobility-related impairments, medical conditions, psychological disabilities and temporary disabilities. Services for students may include, but are not limited to, academic accommodations; coaching on time management/organizational skills and test-taking strategies; faculty notification; academic advising and early registration. Students interested in receiving services must register with the office and provide appropriate documentation and are strongly encouraged to contact Disability Services as early in their academic careers as possible To receive additional information, contact the Assistant Director of Disability Services at 781.891.2274.

## Bentley Library

The library is a state-of-the-art building in the heart of the campus. It is an inviting place for research, quiet study and collaboration. With 127 computer workstations, 24 technology-rich collaborative study rooms with online reservation capability, wireless network access and a research instruction classroom, the Bentley Library is the hub of academic life on campus. The three-story building is also home to the Writing Center, ESOL Center, Computing Services, the McGladrey Art Gallery and the Deloitte Café.

### Staff

Library staff provide support in organizing, managing and finding information. Professional reference librarians assist in the use of specialized databases and collections, collaborate with professors to provide library instruction and offer workshops to individuals on a variety of research and bibliographic management topics. The Research Instruction Classroom (RIC) is located on the ground level of the library.

### Collections

The Baker Library collection includes 175,000 volumes, a print periodical collection of 700 current subscriptions, a collection of 8,000 videos and DVDs, 600 downloadable audio and e-books and a popular reading collection of more than 650 titles. The library also houses several special collections, including faculty publications, career resources and the Bentley University archives. The library's online resources for research and scholarship include over 160,000 e-books and more than 116 research databases linked to 55,000 full-text journals, articles and reports allowing the university community 24/7 access to a wealth of information.

### Electronic Databases

The library provides access to print and electronic information through the online catalog *libcat.bentley.edu/* and many specialized web pages within the Bentley Library website. Databases, full-text journals and downloadable books are available on all library computers and via laptops through the university's wireless network. Most electronic resources and databases may be accessed off campus as well.

The library subscribes to databases from leading vendors in the academic, accounting, business and IT worlds, such as EBSCOhost, ProQuest, CCH, BNA Tax Library, Dow Jones, LexisNexis, Reuters, Standard & Poor's, Wall Street Journal, Forrester Research and Gartner Group. Visit the library's home page — *library.bentley.edu* — and click on "Databases A to Z" to find a comprehensive listing of indexes, abstracts and full text databases in the A to Z list. Additional library information may be obtained at the Library Services and Reference desks. Regular library hours are posted, as are the hours for semester breaks, holidays and other special circumstances on the library's website. For more information, visit us on the web at *library.bentley.edu*. Email questions may be addressed to refdesk@bentley.edu.

## Admissions & Financial Aid

Finding the resources to finance graduate school can be a challenge. Bentley offers several types of financial assistance, including scholarships, grants, assistantships and loans. Some awards are need-based; others recognize academic achievement or merit. The staff members in Graduate Admission and Financial Assistance can answer questions and offer guidance on the programs most appropriate for your financial situation.

### Tuition

Tuition for the 2014-2015 academic year is posted on the Web. Go to: *http://www.bentley.edu/offices/student-financial-services/tuition-and-fees*. Payment for tuition is due by the start of classes each semester and may be paid by check, cash, wire transfer or MasterCard, VISA or Discover. All bills are generated electronically. Students will receive an email in their Bentley email account every time an e-bill is generated. Bentley offers two payment plans, which are outlined below:

**Semester Tuition Payment Plan for Full Time Students:** Students may prorate the semester costs of tuition, room, board, technology fee and parking fee over a four-month period in equal payments. After assessing both their costs and all available credits (scholarships, grants, assistantships, loans), students can calculate the amount of their monthly payment. The fall payment plan runs from August 15 to November 15. The spring payment plan runs from January 15 to April 15. The fee for the payment plan is $35 for each semester. To participate in the payment plan students must register online via their MyBentley.

**Deferred Payment Plan for Part Time Students:** For a nominal non-refundable fee of $25, students may take part in the deferred payment plan. Students pay half of their tuition and fees by the first day of class. The remaining balance is due 45 days from the start of the semester. To participate in the deferred payment plan students must register online via their MyBentley.

**Additional information is available online at:** *bentley.edu/offices/student-financial-services/payment-options* or by calling Student Financial Services at 781.891.2162.

Financial holds are placed on accounts after the due date. Late payment fees of $100 are charged 30 days after the due date for accounts not on the payment plan.

Additional information for full-time graduate students can be found at: *https://docs.google.com/file/d/0B4bylzZrMx3mSzEwZmZ0SmpBaUk/edit?pli=1*.

For part-time graduate students: *https://docs.google.com/file/d/0B4bylzZrMx3mNC1xalh0bTV0VGM/edit?pli=1*.

### Housing

During the application process, students should contact the Graduate Office of Student and Academic Services (781.891.2348) for more information about accommodations and cost, as college-sponsored graduate housing is very limited.

### Health Insurance

Student health insurance information is sent electronically to all new and returning students during the summer. If a student does not receive this information or needs clarification about the program, he or she should contact the Center for Health and Wellness at 781.891.2222. Any billing questions should be addressed to Student Financial Services at 781.891.2162.

The student health insurance program is administered by the Center for Health and Wellness, with the billing done by Student Financial Services. The Massachusetts Universal Health Care Act mandates that all students enrolled three quarter time to full-time in a degree granting program at all colleges and universities in Massachusetts participate in a qualifying health insurance program. The determination of full-time and part-time status is made at the end of the drop-add process. Students who are enrolled less than three-quarter time are not eligible for student health insurance.

Therefore, all students enrolled three quarter time to full-time (both undergraduate and graduate, day and evening) will be billed for student health insurance. That means nine or more credits for undergraduate students and 6.75 or more credits for graduate students. To remove the fee for health insurance, an online waiver form must be completed.

All international students are required to participate in the student health insurance program offered through Bentley and may not waive the insurance. The student will be automatically enrolled and billed.

If you already have health insurance Students who have comparable coverage (through themselves, parents or a family member) and do not require student health insurance offered through Bentley must complete a waiver form online. The online waiver must be received by August 1 for fall enrollments and by January 2 for spring enrollments. The fee for student health insurance will remain on your bill and you will be obligated to pay the amount in full unless a completed online waiver form is filled out.

### Other Fees and Expenses

To help graduate students estimate their financial obligations, an approximate annual budget for the 2013-2014 year is outlined online at *bentley.edu/graduate/admission-financial-aid/tuition-financial-aid/average-budget*. International students should see the International Student Data form in the application booklet for the amount of funds they are required to document. All costs are subject to change.

### Billing and Collection Policy

Student Financial Services is responsible for billing and collecting fees for tuition, housing, meal plans, health insurance, computers, parking violations and any other applicable charges.

Our goal is to work with students and parents to resolve outstanding balances. We understand that students and their families may experience financial difficulties and it is important for those types of issues to be communicated to our office at an early stage. Bentley University offers payment plans to assist with the budgeting of the cost of education. However, those plans are only available to students prior to the due date of their bill.

We URGE students and/or parents to contact our office prior to the due date of the bill to discuss any financial concerns that they may have. The earlier the issue is discussed the more tools we have to assist students in resolving the situation.

Bentley University recognizes that employers may pay some costs on behalf of students/employees. These agreements are made between the student and their employer and are not contractual agreements with the University. We do not bill companies/employers for student tuition. Students are expected to pay the balance due at the time of registration or by the due date for the semester.

Bentley University does not accept foreign checks under $250. It is the student's responsibility to update Bentley University of address changes.

If the balance is not resolved by the due date, a financial hold will be placed on the account. This financial hold will prevent students from registering for classes, changing their course schedule, participating in the housing lottery, senior week activities, the graduation ceremony and from obtaining diplomas and/or transcripts. If applicable, the student may also be required to move out of housing.

Also, accounts with unresolved balances are subject to late payment fees of $100 each.

If a balance remains unpaid the account will be assigned to the Bentley University Collection Department. If an acceptable payment arrangement cannot be reached, the account will be assigned to a collection agency. There are several consequences that accompany that action:

- The account will be reported in a default/collection agency status to the credit bureau. This may prevent the student from obtaining credit in the future.

- The student will be assessed collection fees between 25 percent and 50 percent and possible legal fees in addition to the outstanding balance owed to Bentley University.
- Any future classes that the student plans on taking at Bentley University must be prepaid (in full) via certified funds.

## Tuition Refunds

All refund requests must be submitted in writing to the Office of Student Financial Services, using the refund request form. Students who are disputing tuition charges must complete an academic petition form and submit it to the Registrar's Office no later than the end of the following semester. All charges remain due until otherwise notified.

Withdrawal Percent of tuition charges, net of scholarships, to be refunded

| | |
|---|---|
| Date of registration through the drop/add period: | 100 percent |
| First full week of semester: | 100 percent |
| Second full week of semester: | 80 percent |
| Third full week of semester: | 60 percent |
| Fourth full week of semester: | 40 percent |
| Fifth full week of semester: | 20 percent |
| After fifth week: | No refund |

*Note: Refer to academic calendar for specific refund dates and for courses other than full-semester. In case of withdrawal, scholarships initially credited toward tuition due are subject to the same withdrawal credit percentage as the tuition charge. In other words, there are no cash refunds of scholarships. In the event of disciplinary suspension or expulsion from the university, no refund of tuition charges will be made.*

## Housing Refunds

Due to the high fixed costs of graduate housing, room charges are for the entire year and are not refunded when a student withdraws from housing, except if the student meets all of the following conditions:

- Does not register at Bentley for any courses, graduates or is on an internship, or is dismissed for academic reasons
- Informs the Office of Residential Services in writing no later than June 15 for the fall semester, or December 1 for the spring semester
- Gains the approval of the director of residential services. Requests for exceptions should be directed in writing to the Residence Agreement Exception Committee, which reviews the petition and makes a recommendation to the director of residential services.
- No room refund is made to those who leave housing but continue to attend Bentley, or to those who fail to notify the university on or before the above dates. Only in extraordinary situations is the room charge refunded if these conditions are not met. Exceptions are decided by the director of residential services. In the event of disciplinary suspension or dismissal from housing, no refund of housing charges will be made

## Financial Assistance

The purpose of financial assistance is to help eligible students pay for their educational expenses. There are two forms of financial assistance available to graduate students. First, the Bentley Graduate School offers a number of assistantships and scholarships based primarily on achievement or merit; consideration is also given to geographic location and contributions to the entering class. Second, the Office of Financial Assistance administers need-based financial aid programs and also offers non-need-based loans, using a combination of federal and institutional formulas to determine eligibility.

Neither need-based grant assistance nor federal loans are available to international students. However, private educational loans may be available to those with a co-applicant who is a U.S. citizen or permanent resident.

Contact the Office of Financial Assistance at 781.891.3441 for more information.

## Merit-Based Aid

The Bentley Graduate School of Business awards merit-based aid to academically outstanding full and part-time students admitted to a degree program. As described in more detail below, merit-based aid can be a graduate assistantship award, which provides partial tuition remission in exchange for the student's work with a faculty member or administrator. In other cases, an admitted student may receive a scholarship, awarded in varying amounts and posted to a student's account as tuition remission.

**How to Apply:** To be considered for any type of merit-based aid, a candidate must select that option on their application for admission. In addition, the Admission Committee will review the resumé and two letters of recommendation submitted with the candidate's admission application. The majority of these awards are made for the fall semester. Students are required to maintain a specified level of enrollment and a 3.0 GPA to retain eligibility for any merit aid.

**Graduate Assistantships.** Full-time graduate applicants who are accepted for admission are eligible for graduate assistantships, through which they are granted tuition remission while in the program.

In exchange, students work for faculty and administrators in a variety of research, educational and administrative activities. Assistantships are competitively awarded based on merit. Criteria used in granting graduate assistantships include:

- Candidates' previous educational achievements
- GMAT score results
- Specific skills
- Diversity of cultural, ethnic and geographic background

The majority of graduate assistantships are awarded to newly enrolled students. During the fall and spring semesters, graduate assistants work on their projects 12 hours per week for 15 weeks.

**Graduate Scholarships:** A limited number of scholarships are awarded to new full-time students. Selection is based on academic achievement; contribution to the entering class; and diversity of cultural, ethnic and geographic background. Eligible students will be notified by the Admission Office.

**Graduate Work Opportunities:** Some of the academic departments on campus that offer graduate degree programs also offer paid work positions that are posted on the Student Employment website: *http://www.bentley.edu/offices/student-employment*.

**Diversity Scholarships:** At Bentley University, we focus on the academic success and support of Asian-American, Latino, African-American, Native American and multiracial (ALANA) students. In keeping with our goal to foster diversity on campus and eliminate financial barriers to a graduate education, the Bentley Graduate School of Business maintains partnerships with several organizations that offer merit-based scholarships for their members. These include the National Society of Hispanic MBAs, National Association of Black Accountants, Society of Women Engineers, Association of Latino Professionals in Finance and Accounting, Hispanic-American Chamber of Commerce, Latino Professional Network, National Black MBA Association, Society of Hispanic Professional Engineers and National Association of Asian-American Professionals.

# Institutional Need-Based Aid and Federal Loan Programs

Bentley University offers limited need-based grant funding to students who demonstrate eligibility according to an institutional need-analysis methodology. To be eligible for Bentley need-based grants, students must meet priority filing deadlines, be registered on a full-time basis (minimum of nine credits per semester), and meet all the criteria for federal aid.

Students may also apply for federal student loan funding to help finance their educational expenses. To qualify for federal loans, students must:

- Be registered for a minimum of 4.5 credit hours per semester
- Be U.S. citizens or eligible non-citizens
- Maintain satisfactory academic progress
- Complete all required financial aid application materials

**Applying for Aid:** All aid applicants must submit the 2014-2015 Free Application for Federal Student Aid (FAFSA). This form can be completed at fafsa.gov. The Bentley school code for the FAFSA is 002124.

All aid applicants must also complete the Bentley Graduate Aid application. The Bentley Graduate Aid application is available online at: *bentley.edu/forms/2014-2015-graduate-student-application*.

Students applying for Bentley grant funds must submit signed copies of their 2013 federal tax returns, including all schedules and W-2s. Students in the Master's Candidate Program are also required to submit a CSS PROFILE Form with parent data should they wish to be considered. The CSS PROFILE can be completed at profileonline.collegeboard.com.

Students who want to meet with a financial aid counselor should contact the Office of Financial Assistance at 781.891.3441 to schedule an appointment.

## Return of Funds Policy for Federal Aid Recipients

A new federal regulation specifies how colleges must determine the amount of federal financial aid you earn if you withdraw from all classes during the semester. The new law requires that, when you withdraw, the amount of federal aid that you have earned up to that point is determined by a specific formula. If you received (or had applied to your account) less assistance than the amount that you earned, you will be able to receive those additional funds. If you received more assistance than you earned, the excess funds must be returned. The amount of assistance that you have earned is determined by the percentage of the semester completed. For example, if you completed 30 percent of the semester, you earned 30 percent of the federal aid you were originally scheduled to receive. Once you have completed more than 60 percent of the semester, you are considered to have earned all of your federal assistance. If you received excess funds that must be returned, Bentley University must return a portion of the excess equal to the lesser of your qualifying institutional charges for the term multiplied by the unearned percentage of your funds, or the entire amount of the excess funds. If Bentley must return part of your financial aid, and the removal of those funds from your account creates a balance due, you will be billed for this balance. If the university is not required to return all of the excess funds, you must return the remaining amount. Any loan funds that you must return, you repay in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a period of time. For example: A student has tuition charges of $15,660 and no room or board charges for the fall semester. The student pays $11,410 toward the bill; the rest is covered by a Federal Stafford Loan of $4,250. The student withdraws from the university after completing 40 percent of the semester. The student is considered to have earned 40 percent of the aid received, or $1,700. The remaining 60 percent, or $2,550, must be returned. Bentley will return $2,550 of the loan from the student's account to the lender. This leaves an unpaid balance of $2,550 on the student's account. The student is responsible for paying this amount and will be billed accordingly, since not all of the aid used to pay the initial bill was considered to have been earned by the student.

### Federal Direct Unsubsidized Stafford Loan Program

The Federal Direct Unsubsidized Stafford Loan program provides up to $20,500 each academic year. The interest rate is fixed at 6.21 percent. A loan origination fee (currently 1,072 percent) will be deducted from the loan prior to disbursement. Interest accrues (accumulates) on an unsubsidized loan from the time of disbursement. Borrowers can pay the interest while in school and during grace periods and deferment or forbearance periods, or can allow it to accrue and be capitalized (that is, added to the principal amount of the loan). If a student elects not to pay the interest as it accrues, the total repayment amount will increase because interest will be charged on a higher principal amount. Full repayment begins six months after graduation or after the borrower drops below half-time enrollment (fewer than 4.5 credit hours per semester). Depending on the total amount borrowed, students may have up to 10 years to repay loan funds.

### Federal Direct Graduate PLUS Loan Program

The Federal Direct PLUS Loan is available to qualifying graduate students who have completed the FAFSA for the appropriate academic year and have accepted the Federal Direct Unsubsidized Stafford Loan, but still need additional funding. Students are eligible to borrow for educational expenses up to the cost of attendance minus all other financial aid received. The Graduate PLUS Loan interest rate is fixed at 7.21 percent as of July 1, 2013. percent. An origination fee of 4.288 percent will be deducted from the loan before disbursement. The U.S. Department of Education will evaluate the borrower's credit history to determine eligibility. Students must also maintain at least half-time enrollment status (minimum of 4.5 credits) in each enrolled semester and meet other basic eligibility requirements.

All federal loan applicants borrowing for the first time are required to electronically sign a master promissory note and complete a loan counseling exercise to learn about their rights and responsibilities as a borrower. Both tasks can be completed on the web at *studentloans.gov*. No loan will be disbursed until these requirements are completed.

### Satisfactory Academic Progress

To be eligible to receive Bentley institutional grant aid, students must be in good academic standing as determined by the Bentley Graduate School at the time that financial aid awards are made. A GPA of 2.7 in both the major/concentration area is required for graduation. Two F grades, or a total of three 2.3 or F grades in any combination, are grounds for dismissal and reason for review by the Graduate Academic Performance Committee.

To receive Federal Direct Unsubsidized and Graduate PLUS Loan funds, satisfactory academic progress must be maintained and is determined by both a qualitative and quantitative appraisal. Qualitatively, students must maintain a cumulative GPA of 2.7. Quantitatively, students must successfully complete (finishing with a passing grade) at least 67 percent of all attempted courses. An attempted course is one in which the student is enrolled after the second week of classes. Transfer credits accepted toward completion of a student's program are also counted as both credits attempted and completed. Failure, withdrawal after the second week, or an incomplete (I) in a class constitutes an attempted course that is not successfully completed. Although aid is generally not available for repeat course work, repeated courses will be counted in measuring this standard. In addition, aid applicants may not attempt more than 150 percent of the number of credits required for their degree. For instance, if your degree requires 30 credit hours, you may not attempt more than 45 credit hours to achieve this degree.

Students who fail to meet these SAP standards at the end of a term will be issued a Financial Aid Warning. Students given a warning will remain eligible for assistance for the next semester of attendance but must achieve the minimum 2.70 cumulative grade point average requirement and 67 percent completion rate at the conclusion of that term. After a term on Financial Aid Warning, students who fail to meet the satisfactory academic progress standards described above will lose eligibility for institutional and federal need-based assistance. Students will be notified in writing by the Office of Financial Assistance if they have lost aid eligibility.

Students with significant and documented extenuating circumstances may appeal to regain aid eligibility through the Office of Graduate Student and Academic Services. Appeals must be made in writing and are required to include an explanation as to why the student failed to make SAP and what has changed that will allow the student to successfully make SAP at the next evaluation. Appeals are approved or denied at the discretion of the Assistant Dean of Graduate Student and Academic Services. Students whose appeals are approved are placed on SAP Probation and are thereby granted one additional semester of aid. In general, a student will be granted only one semester of SAP Probation during their academic career. Students are expected to meet the standards of academic progress upon completion of the semester for which they were granted probation.

### For the Awarding of Institutional Funds

Students must be making satisfactory academic progress. See policy above.

### Alternative Student Loan Programs

Bentley University will process and certify an alternative student loan with any chosen lender. A number of current students have elected to borrow with the Massachusetts Educational Financing Authority (MEFA) Graduate Loan, and Wells Fargo Graduate Loan: Details about these alternative loan programs can be found online at: *bentley.edu.offices/files//Grad%202014%20loan%20chart%20June%2010.pdf.*

Since alternative loans are based on credit scores and not financial need, it is not necessary to complete the FAFSA to apply. However, domestic students who plan to attend on a half-time basis are strongly encouraged to apply for federal loan funding before pursuing an alternative student loan. International students may apply for some alternative loans with a co-applicant who is a U.S. citizen or permanent resident. Some programs are available for less than half-time enrollment. If you would like further information or loan applications, please call the Office of Financial Assistance at 781.891.3441 or send an email to finaid@bentley.edu.

## Academic Integrity

The Academic Integrity System, developed jointly by students, faculty and administration, and unanimously endorsed by the Bentley community in 2004, is the watchdog of academic integrity. The implementation arm of the system is the Academic Integrity Board, which consists of three members of the faculty, two students and is chaired by the academic integrity coordinator. The primary charge of the board is to review and respond to alleged violations of academic integrity. Major provisions of the academic integrity system are as follows:

- Instructors retain the right to deal directly with cases of academic dishonesty that may occur in their classes. Students must be notified of the evidence of a violation and must have an opportunity to respond. In cases where both instructor and student agree that the alleged violation did occur, and if the student agrees to the instructor's proposed sanction for the incident, then the instructor and student are requested to sign an academic incident report, which briefly details the violation and sanction. The form is filed with the academic integrity coordinator.
- If the instructor and student do not agree about the facts of the alleged violation or the proposed sanction, then a hearing may be requested before the academic integrity board. Both instructor and student will be required to attend. Evidence of the alleged violation will be presented, and the student will have the opportunity to respond to the evidence. It is the responsibility of the academic integrity board to determine whether there has been a violation and what, if any, sanctions should be imposed.
- The student may appeal all decisions and sanctions by the Academic Integrity Board to the vice president for academic affairs.
- In all instances where there is a record of prior violation, the new case shall be turned over to the Academic Integrity Board for review. Complete guidelines on the Academic Integrity System and the function of the Academic Integrity Board are available from the academic integrity coordinator and appear in the student handbook at *bentley.edu/shandbook/integrity/index.cfm.*

### Plagiarism

A serious intellectual crime, plagiarism is the use of another person's original information, language or ideas without acknowledgment, and with the fraudulent claim implicit or explicit that they are one's own. Perhaps you have had teachers who would accept written work copied from magazines, books or encyclopedias. This is not the case at Bentley University. Among the chief goals of any school, college or university should be the development of intellectual honesty and original thought. Plagiarism surely defeats these goals since it involves fraud, deceit and theft. To avoid plagiarism, you should carefully distinguish your own thoughts and words from the thoughts and words of others; you also should learn how to make proper attribution when you use anyone else's thoughts or words.

A student charged with plagiarism by an instructor will be subject to the provisions of the Bentley University Academic Integrity System. Faculty, students and others having questions about the Academic Integrity System should contact the academic integrity coordinator. Plagiarism may be committed in the following ways:

- Copying. Word-for-word copying is the most obvious plagiarism. Another person's writing must first be enclosed in quotation marks and, second, be explicitly acknowledged in a footnote, endnote or other formal reference. Both quotation marks and reference are necessary, even for quotations of as few as three consecutive words.

- Rearranging. Selecting phrases, sentences or longer passages from another author and concealing them among one's own language is a less obvious form of plagiarism. Such an assemblage must include complete and proper references. To avoid plagiarism, it is not enough merely to rearrange the order of the quoted words or to intersperse some words of your own.
- Paraphrasing. Another form of plagiarism is the paraphrasing or restating of another person's writing or ideas in one's own words, without acknowledging that another's work has been the source.
- Self-plagiarism. Work you've done for other courses must be properly cited if it is included in another assignment. Permission to use prior work should be granted by the instructor.
- Using Work Prepared by Another. Using work written by a fellow student or paper mill as well as providing paper-writing services to another, regardless of whether payment is involved, are among the most serious violations of Bentley's Academic Integrity Policy. You should take these prohibitions seriously. Often, the students who commit plagiarism do so unintentionally, as a result of having failed to consider the ethical implications of their actions.

  Apart from taking plagiarism seriously, you should adopt the strategies noted below to avoid even the appearance of plagiarism.
- Manage your time. A chief cause of plagiarism is the failure to prepare early for deadlines. You will know when your written work is due; get started early to avoid desperately seeking anywhere for words and ideas to fill the page.
- Learn how to acknowledge sources. Another cause of plagiarism is not knowing the conventions and procedures that permit graceful and proper acknowledgement.
- Take notes clearly and completely. One of the most common causes of plagiarism is the failure to label all notes taken in the library or elsewhere with the bibliographical information needed for full references.

Your teachers at Bentley may legitimately assume that you understand plagiarism and that, therefore, any Bentley student who plagiarizes does so intentionally.

### The Bentley Honor Code

The Bentley University Honor Code formally recognizes the responsibility of students to act in an ethical manner. It expects all students to maintain academic honesty in their own work, recognizing that most students will maintain academic honesty because of their own high standards. The Honor Code expects students to promote ethical behavior throughout the Bentley community and to take responsible action when there is a reason to suspect dishonesty. In addition, the Honor Code encourages faculty members to foster an atmosphere of mutual trust and respect in and out of the classroom. Faculty are also expected to share the responsibility of maintaining an academically honest environment. The Honor Code is not meant to be a cure for all occurrences of academic dishonesty. It does not seek to create a community of informers. Rather, the Honor Code depends upon the good will to care enough for a friend or a fellow student, even a stranger, to warn the individual to abandon dishonesty for the individual's own sake and that of the community. Thus, the Honor Code asks all students to share the responsibility of maintaining an honest environment. The Honor Code pledges: "The students of Bentley University, in a spirit of mutual trust and fellowship, aware of the values of a true education and the challenge posed by the world, do hereby pledge to accept the responsibility for honorable conduct in all academic activities, to assist one another in maintaining and promoting personal integrity, to abide by the principles set forth in the Honor Code, and to follow the procedures and observe the policies set forth in the academic integrity system."

### Student Responsibilities Under the Honor Code

Each student is expected to become familiar with the Honor Code and appreciate the reasoning behind it, including the emphasis placed on moral as well as academic education, personal integrity and community responsibility.

### Personal Academic Behavior

A student acknowledges that all submitted work (e.g., examinations, papers, cases, homework assignments) must be his or her own. The exception is the case in which an instructor permits or encourages students to work together on some or all assignments. When a student is in doubt, he or she should consult the instructor for clarification.

### Responsible Actions

Each student, as an integral member of the academic community, is expected to make a commitment to act honestly and to reject dishonesty on the part of other students. The students as a community are responsible for maintaining an ethical environment. A student who is aware of a possible violation of the procedures and policies set forth in the academic integrity system can take appropriate action as follows:

- A student who has violated the procedures and policies set forth in the Academic Integrity System should report the violation to the instructor or the academic integrity coordinator.
- A student who suspects another student of violating the policies and procedures set forth in the Academic Integrity System should urge the person to report himself or herself to the instructor or the academic integrity coordinator. If the offender does not take appropriate action, the student can initiate formal procedures by speaking to the instructor or the academic integrity coordinator.
- A student who suspects another student of dishonesty may seek guidance from the instructor without naming those involved, to determine if the observation(s) require action under the Academic Integrity System.
- Finally, a student may report observation(s) of possible academic dishonesty to the academic integrity coordinator.

### Maintaining Academic Integrity Across The University Community

Each student, as an integral member of the academic community, is expected to make a commitment to act with academic integrity at all times and not to tolerate dishonesty on the part of other students. A student who is aware of a possible violation of the standards established in the Academic Integrity System should take appropriate action:

- A student who has violated the standards of academic integrity should report the violation to the instructor and/or the academic integrity coordinator.
- A student who suspects another student of violating the standards of academic integrity should either urge that person to report himself or consult with the instructor or academic integrity coordinator.
- A student must respond promptly and honestly when informed of a suspected violation.
- A student must respond promptly and honestly to a request for information that may aid the resolution of an alleged violation.

### Rights

A student charged with an academic integrity violation is entitled to:

- An opportunity to ask the academic integrity coordinator for a list of student support services
- An opportunity to respond to an alleged violation before the instructor/university official submits the academic integrity report to the academic integrity coordinator
- A fair board hearing within a reasonable amount of time of the submission of an academic integrity report to the coordinator
- Ample notice of the hearing, a summary of the violation to be discussed, and an explanation of the hearing process
- Access to the academic integrity coordinator to prepare for the hearing
- The opportunity to speak on his or her own behalf
- The presence of reviewed witnesses to give relevant and pertinent testimony
- The opportunity to hear all testimony presented in the hearing
- The opportunity to respond to all testimony presented in the hearing
- The presence of one person to provide support, who may not be an attorney (see Academic Board Hearings for further details)
- Written notice, within a reasonable amount of time, of the board's findings and any sanctions
- The opportunity to appeal the decision of the board

## Structure and Process

### Academic Integrity Office

The Academic Integrity Office reports to the Alliance for Ethics and Social Responsibility. The office coordinates the Bentley Academic Integrity System and also works with departments and student organizations across campus to implement proactive education and prevention programs and activities related to issues of academic integrity.

### Academic Integrity Coordinator

The academic integrity coordinator is appointed by the vice president for academic affairs. The coordinator serves in an administrative and consultative capacity to the Academic Integrity System and oversees the academic integrity process to insure its faithfulness to the spirit and letter of the Bentley Academic Integrity System by consulting frequently with faculty and the chair of the Academic Integrity Board. In the event of the incapacity or prolonged absence of the coordinator, the vice president for academic affairs appoints a temporary coordinator.

### Academic Integrity Board

The Academic Integrity Board reviews and sets sanctions (1) for cases in which there is a prior record of academic dishonesty, (2) for cases that remain unresolved between student and instructor/university official, (3) when the academic integrity coordinator determines that a hearing is the most effective means of resolving a case, (4) when certain sanctions are recommended, and/or (5) for cases that represent the most serious breaches of intellectual honesty. A hearing requires five voting board members: three faculty and two students. One faculty member serves as chair. The coordinator attends all hearings but is not a voting member of the board.

The academic integrity coordinator works with the Faculty Senate nominating committee and senate president to select a pool of six to eight full-time faculty. Student members submit applications and are selected by the Academic Integrity Council in the spring semester of each year. Faculty serve three-year terms except for the initial year in which two are selected for one-year terms and two for two-year terms. At least two faculty join the pool annually. The faculty pool includes at least two members drawn from arts and sciences departments and two from business departments; two members must have experience teaching in the graduate school. Faculty may serve multiple terms. Students serve one-year terms with the opportunity to serve more than one term.

## Academic Integrity Hearings

The Academic Integrity Board is charged with hearing all the facts in each case and reviewing them impartially. Its procedures are not bound by formal rules of evidence or, necessarily, by strict presumption of innocence. The board is responsible for determining the validity of the complaints against the student and taking appropriate action. Integrity hearings are private meetings and open only to those members of the campus community directly involved and approved by the coordinator; recordings of hearings are not allowed. Every attempt is made to preserve both student and instructor/university official confidentiality. Both the student and instructor/university official are expected to attend the hearing. Every effort will be made to ensure all relevant participants can participate in a hearing. If the student or instructor/university official fails to attend, the case may be resolved in their absence. If any witness fails to appear, the hearing proceeds without the witness. Both the student and instructor/university official may send written notification to the coordinator requesting permission to bring witnesses to the hearing. Witnesses must have direct knowledge of the case; character witnesses are not permitted to attend the hearing. Witnesses must be reviewed by the coordinator prior to the hearing. All parties must be notified by the coordinator if witnesses are to be present. A person invited to attend a hearing solely to provide support may not take part in the formal proceedings; involvement must be limited to private interactions with the student or instructor/university official that he or she is supporting. The board chair has the right to stop the proceedings or remove a support person if that person's presence interferes with the legitimate activities of the board. Neither the student nor instructor/university official may have legal counsel (hired, family, or friend) attend the hearing. An instructor at Bentley who has a law degree is considered to be a faculty member in the context of a hearing. The Academic Integrity Board adheres to the following procedures when hearing a case. In cases involving more than one student, course, or sections of one course, the academic integrity coordinator has the authority to define appropriate hearing procedures.

- A case referral is made by the academic integrity coordinator.
- Within a reasonable amount of time of the referral, but typically only during the fall or spring semester, the coordinator selects a time for the hearing. The coordinator then notifies in writing all people directly involved in the case to notify them of the scheduled hearing.
- The board, instructor/university official, and student receive in advance of the hearing a copy of the academic incident report, any written evidence the student or instructor/university official wishes to provide, a list of witnesses, the name of the student's support person (if any), and a copy of the Academic Integrity System.
- At the beginning of the hearing, the board chair reads the academic incident report.
- The instructor/university official who first identified the alleged violation presents evidence to the board.
- The student is given an opportunity to respond to the evidence, to answer questions from the board, and to ask questions of the instructor/university official and witnesses.
- Witnesses are called into the hearing when they are needed — to present their evidence and answer questions — and then are excused from the hearing.
- Both the student and instructor/university official are given the opportunity to respond after all evidence is presented.
- The student, or instructor/university official may present evidence relevant to determination of the sanction.
- As participants leave the hearing, all packets are returned to the coordinator for destruction immediately after the hearing.
- The board makes decisions regarding the responsibility of the student based on a preponderance of the evidence and a simple majority vote of the panel.
- The board considers the nature and circumstances of the current violation as well as the record of a prior violation and imposes an appropriate sanction.
- Findings of the hearing are communicated to the instructor/university official and student in writing within a reasonable amount of time.
- All records of integrity proceedings are maintained permanently in the academic integrity office.

Further information as to hearings may be found on your Blackboard site under Academic Integrity.

## Appeals

Appeals of Academic Integrity Board decisions must be submitted in writing to the VP of Academic Affairs and must explain in detail the reason for the appeal. In order for an appeal to be considered, it must be submitted no later than five working days from the date of the letter from the academic integrity coordinator informing the student of the board's decision.

An appeal is allowed only when:

- New material information unavailable to the board at the time of the hearing becomes available
- Evidence is provided that fair process has not been followed

The student will be notified within a reasonable amount of time as to whether the appeal will be granted. Sanctions given by the coordinator or board will stand until the decision on the appeal is made. The vice president for Academic Affairs' decision as to whether an appeal will be granted is final. If an appeal is denied, the student cannot appeal the decision for that case again.

The appeals process is the final step a student can take. If an appeal is granted, the case is either resolved administratively or forwarded to the appropriate university personnel. If the case is to be heard again, the student will be notified within a reasonable amount of time as to the date and time of the hearing. If the appeal is denied, the sanction is implemented and the academic integrity process ends.

## Accounting

**AC 590 INTERNSHIP IN ACCOUNTING PRACTICE**
*(1 credit)*

*Prerequisite(s):* Nine hours of accountancy courses at the 600 level or higher

A 1-credit field-based educational experience for Bentley students with the opportunity to (1) observe management practices in the accounting are a, (2) apply hands-on accounting practices and procedures learned in classes, (3) develop professional skills, (4) test aptitude and personal preferences for various career directions, and (5) establish a basis for future professional employment. This Internship option is available to Bentley graduate students. Students must work a minimum of 15 hours per week for a minimum of ten weeks at an organization and position suitable for the individual student's field learning experience and complete specific requirements during their Internship. A student is limited to doing one such 1-credit internship before degree completion..

**AC 611 FINANCIAL ACCOUNTING PROBLEMS I**

*(3 credit)*

Prerequisite(s):

No prerequisite for MSA or Graduate Certificate in Accountancy; all others, GR 524 or PF 503.

Deals with the measurement and reporting problems of various asset and liability accounts, revenues and expenses, and the preparation and interpretation of financial statements at the intermediate financial accounting level. Pronouncements of the AICPA, FASB and other authoritative sources are used in instruction.

**AC 612 FINANCIAL ACCOUNTING PROBLEMS II**

*(3 credit)*

Prerequisite(s): AC 611

Builds upon the areas covered in AC 611 and deals with problems in accounting for items such as corporate debt and investments, pension plans, leases, and income tax allocation at the intermediate financial accounting level. Pronouncements of the AICPA, FASB and other authoritative sources are an integral part of this course.

**AC 621 COST ACCOUNTING**

*(3 credit)*

Prerequisite(s):

No prerequisite for MSA, or Graduate Certificate in Accountancy; all others, GR 524 or PF 503.

Covers basic concepts and techniques of cost accounting. Topics include cost accumulation procedures, cost-volume-profit analysis, and operational budgeting. Explores the analysis and presentation of information from a behavioral as well as a quantitative perspective.

**AC 700 DIRECTED STUDY SEMINAR**

*(3 credit)*

Prerequisite(s):

Director's permission

Under certain circumstances, a student may do the work in one or two courses as a directed study in a one-to-one relationship with a member of the Bentley faculty. The student meets with this faculty adviser periodically and receives guidance and consultation in the subject area of the course. Students should enter into a directed study arrangement with great care and careful planning as the demands could be greater than a regular classroom environment course. The student must have completed all the required courses prior to entering into a directed study arrangement and may not receive more than six credits in this manner. The fee for a directed study seminar is the same as that for a regular course.

**AC 701 INTERNSHIP IN ACCOUNTING PRACTICE**

*(3 credit))*

Prerequisite(s):

Nine hours of accountancy courses at the 600 level or higher

Affords students the opportunity to enhance self-realization and direction by integrating prior classroom study with experience in professional employment. Each student is required to prepare a research paper addressing a contemporary accounting issue and a paper on the work experience, under the supervision of a faculty adviser.

**AC 713 ADVANCED TOPICS IN FINANCIAL ACCOUNTING**

*(3 credit)*

Pre or Corequisite(s):

AC 612

Not open to students who completed AC 352

Studies issues related to specialized topics such as partnerships, consolidations and business combinations, foreign operations, fiduciaries and not-for-profit organizations.

**AC 714 BUSINESS REPORTING AND ANALYSIS**

*(3 credit)*

Prerequisite(s):

AC 611

Examines current financial reporting and disclosure practices and financial reporting trends. Develops the student's skills in financial reporting measures for solvency, earnings, investment and forecasting implications. Looks at internal measures useful for management decision-making. Discusses behavioral implications of internal and external reporting through use of current research findings.

**AC 722 ADVANCED TOPICS IN MANAGERIAL ACCOUNTING**

*(3 credit)*

Prerequisite(s):

AC 621

Not offered regularly. Check with department chair for availability.

Provides advanced treatment of cost accounting topics, including activity-based costing and activity-based management, capital budgeting, inventory control methods, linear programming techniques, transfer pricing, and additional facets of process costing and variance analysis.

**AC 730 BUSINESS PROCESSES AND SYSTEMS ASSESSMENT**

*(3 credit)*

Prerequisite(s):

No prerequisites for MSA or Graduate Certificate in Accountancy; all others GR 524 or PF 503

Examines typical organizational business processes and the information technology that enables those processes. Reviews qualities of information, including those established by authoritative bodies, to assess the ability of information systems to support the business processes and an organization's management. Focuses on financial and accounting information systems (AIS) and explores several typical AIS application areas. Issues addressed include the effect of emerging technologies on business processes and their related information systems; control issues pertaining to these systems; and the implications of technology-enabled organizational changes on systems design, implementation and management. Students will be introduced to state-of-the-art tools and techniques for examining business processes and information systems and will engage in a project at a company site.

**AC 731 ADVANCED AIS: MODELING EFFECTIVE ACCOUNTING SYSTEMS**

*(3 credit)*

Prerequisite(s):

AC 730

This course, designed for students who will be accountants and information systems professionals, shows how they can help management use information technology to effectively control the execution of business activities, while capturing accurate and complete data about those activities in real-time. Students will model, analyze and evaluate accounting information systems that support intra- and inter-organizational business processes as well as management control and decision-making. Students will learn to determine and document user requirements, communicate results, and support decision-making. By analyzing and discussing case studies, students will develop the ability to identify key issues, wrestle with conflicting information, and formulate appropriate and feasible recommendations. The course incorporates large-scale projects to enrich the student's experience with an appreciation for the accounting challenges and opportunities posed by information technology.

**AC 741 FINANCIAL STATEMENT AUDITING**

*(3 credit)*

Prerequisite(s):

GR 524 or PF 503 or AC 611

Pre or Corequisite(s): AC730

This course is designed to provide a foundation in financial statement auditing. Class sessions cover the economic and social justifications for auditing; the connections between enterprise strategy, business processes, business risks, financial measures, and the audit; the role of internal control in auditing; the technical details of audit planning, testing, and reporting; and the social responsibility of the auditor. Investors, analysts, and the public face a significant problem in assessing the quality of the financial information that an enterprise reports as it goes about its activities. Arguably, these parties can make better decisions if they can trust the executives and management of the enterprise and if they are reasonably sure that the information they encounter is of high quality. One way to gain both that trust and that assurance is by examining the quality of the information through the process of financial statement auditing.

**AC 742 IT AUDITING**

*(3 credit)*

Prerequisite(s):

AC 741

Introduces three typical aspects of information technology (IT) audits: the audits of computerized information systems, the computer facility, and the process of developing and implementing information systems. Through readings, case studies, exercises, and discussion, students will learn to plan, conduct, and report on these three types of IT audits. Additional topics may include challenges posed by emerging information technologies, advanced audit software, business continuity planning, and the role of the IT auditor as an advisor to management.

**AC 744 INTERNAL AUDITING**

*(3 credit)*

Prerequisite(s):

GR 524 or PF 503 or AC 611

Explores in detail the duties and responsibilities of the internal auditor. Topics covered include the organization of the internal audit department, staff qualifications and development, long- and short-range audit plans, and the elements of internal auditing (i.e., preliminary survey, audit programs, fieldwork activities, reporting and management review).

**AC 750 FEDERAL INCOME TAXATION**

*(3 credit)*

Note: Not open to students who have completed TX 601

Examines individuals, C corporations, S corporations, and partnerships as taxable entities. Topics include the philosophy of taxation, income determination, deductions and credits, acquisition and disposition of property, and related gains and losses. Additional topics, including distribution from and liquidation of business entities, tax planning, and tax research, may be covered.

**AC 753 TAX FACTORS IN BUSINESS DECISIONS**

*(3 credit)*

Prerequisite(s):

AC 750 or TX 601

Examines the effect of taxation on business decisions and accounting policies. Topics include choice of business entity, valuation of assets and related cost recovery methods, and compensation issues related to equity-holders and employees. Tax planning and tax research will be integrated into all topics.

**AC 766 RISK AND PERFORMANCE MEASUREMENT**

*(3 credit)*

Prerequisite(s):

GR 524 or PF 503 or AC 611

The course presents techniques for identifying and measuring business risk and for devising strategies incorporating risk analysis into strategic planning. Provides students with a framework to develop a company's enterprise risk management process. The course ties strategic objectives, risks, internal controls, and critical success factors to business performance measurements to evaluate an entity's progress toward achieving strategic goals. Students investigate the design and implementation of a performance measurement system based on the entity's strategic plan, identifying relevant leading indicators and appropriate industry benchmarks. A comprehensive project provides students with experience in designing or evaluating a company's risk management system.

**AC 771 GOVERNMENTAL ACCOUNTING, REPORTING AND AUDITING**

*(3 credit)*

Prerequisite(s):

GR 524 or PF 503 or AC 611

Deals with the measurement and financial reporting problems unique to federal, state and local governments. Covers various aspects of financial statement preparation and interpretation. Reference is made to pronouncements of the AICPA, FASB, GASB and other authoritative sources. Budgeting, budgetary control, and public sector auditing are introduced.

**AC 772 PRINCIPLES OF FRAUD INVESTIGATION**

*(3 credit)*

Prerequisite(s):

AC 611 or equivalent

Exposes students to the environment of financial fraud, with a focus on asset misappropriation and fraud perpetrated against the organization. Explores the prevailing theories of criminal behavior related to white collar crime, as well as the basics of the regulatory, criminal justice and civil justice systems, relevant federal and state statutes and regulations, and common law related to fraud. Covers fraud prevention, and detection and investigation tools related to asset misappropriation. Also introduces the digital environment of fraud, including identity theft, cyber crimes and internet forensics.

**AC 773 FRAUD AND FORENSIC ACCOUNTING**

*(3 credit)*

Prerequisite(s):

AC 611 or equivalent. Recommended: AC 612 or equivalent

Focuses on complex frauds (including financial statement fraud, tax fraud and money laundering), and on non-fraud forensic accounting engagements (including cases of patent infringement, commercial damages, and anti-trust.) Covers related investigation methods and legal issues, valuation models, reporting and communicating findings, testifying as an expert witness, and other litigation advisory services.

**AC 781 INTERNATIONAL DIMENSIONS OF ACCOUNTING**

*(3 credit)*

Prerequisite(s):

GR 524 or PF 503 or AC 611

Examines major international dimensions of financial and managerial accounting. Discusses national and cultural influences on accounting and on the accounting profession. Investigates financial regulation and varying financial reporting standards in selected foreign countries. Analyzes methods of translation and accounting for gains and losses from exchange rate fluctuations. Introduces students to managerial accounting issues raised by international business.

**AC 793 PROFESSIONAL ACCOUNTING RESEARCH AND POLICY**

*(3 credit)*

Prerequisite(s):

AC 612

Pre or Corequisite(s): AC 621, AC 730, and AC 741

Introduces graduate students to professional accounting research. Focuses on how research can help address measurement, uniformity and disclosure issues that regularly arise in business. Reviews and critiques research works and their implications for the practice of accounting. Investigates ethical perspectives and emerging professional issues. Evaluates policy formulation of professional accounting standards and their impact on business reporting. Students research, analyze, develop and present proposed solutions to accounting and related business cases found in practice using modern information technology resources.

## Business Ethics

**ETH 700 ETHICAL ISSUES IN CORPORATE LIFE**

*(3 credit)*

Introduces principles of ethical thinking and applies them to situations and models for business decision-making. Explores and analyzes business ethics issues relating to the nature of the corporation, work in the corporation, the corporation and society, and the development of the corporate culture. Provides a conceptual and systematic study of corporate ethics in an effort to develop consistent criteria for business ethics decision-making.

**ETH 701 INTERNSHIP IN BUSINESS ETHICS**

*(3 credit)*

A three credit field-based educational experience for Bentley graduate students that provides the opportunity to (1) observe ethics and compliance practices, (2) apply and test hands-on the ethics/value concepts and methods learned in classes, (3) develop leadership skills, (4) test aptitude and personal preferences for various career directions, and (5) establish a basis for future professional employment. In order to receive academic credit, students must work 12-14 weeks at an organization suitable for the individual student's field learning experience, and complete specific requirements during the internship, demonstrating the ability to apply and integrate business ethics strategies and concepts.

**ETH 750 MANAGING ETHICS IN ORGANIZATIONS**

*(3 credit)*

Most major American corporations today have developed ethics and compliance programs, not only to meet regulatory requirements, but also to strengthen the ethical culture of the organization and the values upon which the organization is based. Perhaps the newest American business profession is the corporate ethics officer, the new CEO on the block. These ethics officers manage the corporate ethics and compliance programs which will be the highlight of discussions in this course. The course will be taught by a team of faculty made up of corporate ethics officers from major American companies, nationally known consultants and leading academics in the field of business ethics. The course will contain some theory, especially related to ethical decision-making, but will emphasize practical experiences and lessons in how to successfully set up and manage ethics programs in organizations which recognize that business without ethics is business at risk.

**ETH 810 RESEARCH IN BUSINESS ETHICS**

*(3 credit)*

Allows students to develop specialized knowledge in business ethics by structuring and completing a faculty-supervised research project. This area of investigation is proposed in writing to a faculty supervisor by the student and must be approved by the supervisor and the program director. Students demonstrate research skills and technical competence through the presentation of a written report outlining the nature and significance of the project chosen and the resulting conclusions. The project may be completed in conjunction with an internship in a sponsoring company that has an ethics program.

## Computer information Systems

**CS 590 INTERNSHIP IN INFORMATION TECHNOLOGY**

*(1 credit)*

Prerequisite(s):

3.0 cumulative grade point average and program (MSIT or MBA) and CIS internship coordinator approval.

A 1-credit field-based educational experience for Bentley graduate students with the opportunity to (1) develop an understanding of computer information systems practices in today's organizations, (2) apply knowledge of computer information systems techniques in a real live setting, (3) develop skills associated with computer-based systems development, deployment and/or support, (4) and develop an understanding and appreciation of today's diverse business culture and values, including team-based performance norms, self-directed team work, and working in a diverse, global business environment. This Internship option is available exclusively to Bentley graduate students who have a CS focus in their program of study (MSIT, MBA/MSIT, MBA/IST). Students must work a minimum of 120 hours at an approved organization, complete a reflection paper, and coordinate their performance appraisal with their specified site supervisor.

**CS 603 OBJECT-ORIENTED APPLICATION DEVELOPMENT**

*(3 credit)*

This course teaches object-oriented programming and development using the Java programming language. Students first learn the fundamentals of programming, including control and data structures, file input/output, and the use of built-in classes. This is followed by object-oriented concepts, including inheritance, encapsulation, polymorphism, and abstract classes. Throughout the course, the students' understanding is reinforced through development projects ranging from stand-alone applications to event-driven Web applets with graphical user interfaces.

**CS 605 DATA MANAGEMENT AND SYSTEMS MODELING**

*(3 credit)*

This course teaches proven techniques for modeling system requirements and managing organizational data resources, with a strong focus on data management. Students will learn how to discover and document database requirements, functional system requirements, and user interface requirements. Techniques covered in this course include entity-relationship modeling for data analysis, functional dependency and normalization for the logical design of the database, Structured Query Language (SQL) for data management, and use cases for requirements specification.

**CS 607 TECHNOLOGY INFRASTRUCTURE OF INFORMATION SYSTEMS**

*(3 credit)*

This course focuses on computer system hardware, operating system software, and network technology, which collectively form the system platform for assimilating and delivering information products and services to the organization and its external stakeholders. It introduces basic system infrastructure as a complex organization of these various components, including widely accepted infrastructure standard models, and offers a solid conceptual foundation for work and further learning in system architecture and information system design.

**CS 610 ENTERPRISE ARCHITECTURE**

*(3 credit)*

This course explores the design, selection, implementation and management of enterprise IT solutions. The focus is on applications and infrastructure and their fit with the business. Students learn frameworks and strategies for infrastructure management, system administration, content management, distributed computing, middleware, legacy system integration, system consolidation, software selection, total cost of ownership calculation, IT investment analysis, and emerging technologies. These topics are addressed both within and beyond the organization, with attention paid to managing risk and security within audit and compliance standards. Students also read current vendor and analyst publications and hone their ability to communicate technology architecture strategies concisely to a general business audience.

**CS 612 WEB-BASED APPLICATION DEVELOPMENT**

*(3 credit)*

Prerequisite(s):

CS 603

Pre or Corequisite(s):

CS 605

This course provides a hands-on introduction to several tools and technologies that are commonly utilized in developing Web-based applications. The course also considers the impact of these technologies in a business context. Students learn how to develop dynamic, data-driven applications that enable businesses to interact with their customers, employees, and suppliers and provide on-line access to information that supports decision making. Students enrolling in this course are expected to have basic proficiency in Java, website development, and relational databases.

**CS 620 GLOBAL IT PROJECT MANAGEMENT**

*(3 credit)*

This course provides the technical knowledge and skills for successfully managing and executing globally distributed IT projects. Topics covered include proposal and contract management, risk management, requirements management, user-centered design management, standards adherence, standards management, configuration management, project planning, effort estimation and scheduling, project monitoring and control, project audits, project closure, peer review, stress testing, quality planning, defect estimation and quality assurance. Students will learn the methods and tools that support these processes, develop a tool-kit for creating a project plan for a distributed application, and engage in a project to improve these IT project management capabilities of a globally distributed IS organization systematically.

**CS 630 OBJECT-ORIENTED SYSTEMS ANALYSIS AND DESIGN**

*(3 credit)*

Prerequisite(s):

CS 603 and CS 605

This course prepares the student for systems analysis and development in the object-oriented paradigm. Students learn the theory and methods of the object-oriented modeling and the fundamentals of object-oriented development process models. The focus is on requirements analysis, systems analysis and domain analysis, and their documentation with standard object oriented specification tools (particularly the Unified Modeling Language). Hands-on projects give the students an opportunity to practice their modeling skills and illustrate an effective integration of various modeling techniques throughout an iterative, object-oriented software project life cycle.



**CS 640 DATA COMMUNICATIONS**

*(3 credit)*

Prerequisite(s):

CS 607

This course focuses on the design and implementation of data communication networks. It provides in-depth coverage of protocols and network technologies that are essential for building enterprise infrastructure that seamlessly integrates with the Internet. Students will gain an in depth understanding of the fundamental technologies (for example, the World-Wide Web, TCP/IP, RTSP/RTP, TLS/SSL, multimedia communication, voice over IP, optical networking, local area networks, wireless access) and the way these technologies are combined into working solutions. Special attention is paid to essential requirements of state-of-the-art environments-such as scalability, manageability, reliability, and security.

**CS 650 DATA MANAGEMENT ARCHITECTURES**

*(3 credit)*

Prerequisite(s):

CS 603 and CS 605

The architectures of current database systems are examined. Of particular importance is the examination and comparison of relational database systems, and object oriented database systems, particularly as they are used as a foundation for large-scale distributed systems. The course covers techniques for developing, designing, and managing large corporate database systems, creating and managing logical data models, concurrent processing issues, providing database support for complex transactions, meta-data analysis, and the role of the DBA.

**CS 680 MOBILE APPLICATION DEVELOPMENT**

*(3 credit)*

Prerequisite(s):

CS 603

Pre or Corequisite(s):

CS 605

This course is an introduction to developing mobile applications, beginning with mobile OS capabilities and application architecture and extending to major components, such as activities, services, broadcast receivers, etc. Students learn how to develop interactive applications using widget libraries, web-based services, animation, an SQL database engine, and multithreading. Students in this course are expected to have proficiency in Java, website development an SQL queries.

**CS 701 INTERNSHIP IN INFORMATION TECHNOLOGY**

*(3 credit)*

Prerequisite(s):

Completion of two Information Technology (IT) or Information Systems and Technology (IST) concentration electives

Note: Not open to MSIT students; see CS 881

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be furthered through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**CS 753 BUSINESS INTELLIGENCE METHODS AND TECHNOLOGIES**

*(3 credit)*

Prerequisite(s):

CS 605 or IPM 652

This course expands students' knowledge and skills gained in database management courses and looks in depth at business intelligence methods and technologies. The course examines the entire business intelligence lifecycle, including system architecture design, data processing, modeling, warehousing, on-line analytical processing and reporting. Case studies of organizations using these technologies to support business intelligence gathering and decision making are examined. This course also provides hands-on experience with state-of-the-art business intelligence methods and tools.

**CS 795 SPECIAL TOPICS SEMINAR**

*(3 credit)*

Prerequisite(s):

Instructor's permission (specific courses may be required for particular topics)

Offers a structured opportunity for exploring new business applications of emerging hardware or software technologies. Requires active student participation in developing and presenting course materials.

**CS 801 INFORMATION TECHNOLOGY MANAGEMENT AND POLICY**

*(3 credit)*

This course explores the issues and approaches in managing the information systems function in organizations. It takes a senior management perspective in exploring the development and implementation of plans and policies to achieve efficient and effective information systems. The course addresses issues relating to defining the IT infrastructure and the systems that support the operational, administrative and strategic needs of the organization.

**CS 881 CIS INTERNSHIP**

*(3 credit)*

Prerequisite(s):

CS 603, CS 605 and CS 607 and permission of MSIT program director

Provides an opportunity for advanced MSIT students to exercise theory, knowledge and skills developed through the program, by serving as an information systems professional in a real employment environment. Through the internship coordinator, students solicit and respond to internship offers from commercial, governmental and non-profit employers. Students maintain contact with the internship coordinator and critically analyze their work experience in a formal paper. Students have the option of making a presentation to the CIS community upon completing the internship, which normally spans one academic term.

## Economics

**EC 611 THE MACROECONOMICS OF FINANCIAL MARKETS**

*(3 credit)*

Prerequisite(s):

GR521 (or PPF 501) and GR522 (or PPF 502) and GR524 (or PF503) and GR525 (or PF504).

Explores the links between the macroeconomy and financial markets. We begin by developing a model of the macroeconomy. We will then cover the basic asset valuation models. The remainder of the semester will explore how changes in the macroeconomy affect stock, bond, foreign exchange, and derivatives markets, as well as how these markets in turn impact the macroeconomy.

**EC 621 BUSINESS AND ECONOMIC FORECASTING**

*(3 credit)*

Prerequisite(s):

GR521 (or PPF 501) and GR 522 (or PPF502).

Presents a range of concepts useful for business, economic and financial forecasting. Introduces the types of forecasts required, simple time-series models, data series smoothing techniques, trend-line fitting and forecasting, linear regression time-series forecasts and Box-Jenkins models. Examines the selection of appropriate techniques in various business situations and utilizes selected software for business forecasting.

**EC 631 MARKET STRUCTURE AND FIRM STRATEGY**

*(3 credit)*

Prerequisite(s):

GR522 (or PPF 502)

Examines industry organization and the nature of interfirm rivalry within contemporary market environments. Develops microeconomic tools for determining the degree and nature of competition in an industry. Presents economic models of market structure and firm behavior to explain industry performance. Analyzes market definition using scale economies, merger activity, entry barriers, and cartelization. Investigates strategic firm behavior within well-defined markets. Addresses competitive strategies such as profit maximization, price discrimination, product differentiation, and advertising. Includes a game theoretical approach to demonstrate firm interdependence. Employs a variety of industry case studies to provide institutional context to the analytical issues.

**EC 655 THE ECONOMICS OF GLOBALIZATION**

*(3 credit)*

Prerequisite(s):

GR 522 (or PPF502)

To be successful in business, it is necessary to understand the impact of global events. For instance, faster economic growth in China leads to higher oil consumption which causes world oil prices to rise which can result in inflationary pressures in the United States that would cause the Federal Reserve to raise interest rates which increases the cost of your loans. The goal of this course is to have students gain knowledge about current issues and to acquire the skills necessary to make these connections. Some of the topics covered in the course include: trade disputes, the expansion of free trade, the Euro, China/India and financial crises in developing countries. This course will utilize readings from well-known economists along with sources such as The Economist. In addition to the midterm and final exams, students will write a paper about an international issue of interest to them. Exams will be mostly essays as the focus is on being able to analyze and discuss issues.

**EC 701 INTERNSHIP IN BUSINESS ECONOMICS**

*(3 credit)*

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

## Entrepreneurial Studies

**ES 600 ENTREPRENEURIAL THINKING**

*(3 credit)*

Focuses on all aspects of starting a business: selecting promising ideas, initiating new ventures and obtaining initial financing. Concentrates on how ventures are begun, how venture ideas and other key ingredients for start-ups are derived, and how to evaluate new venture proposals. Explores business plan development and legal and tax considerations.

**ES 601 PLANNING AND FINANCING NEW VENTURES**

*(3 credit)*

Pre or Corequisite(s):

ES 600

Covers a broad range of planning and financing activities that occur throughout the life of an entrepreneurial venture. Students gain "real-world" experience in identifying a product and/or service based on their understanding of potential customers' needs and wants, selecting a flexible, low-cost business model to deliver those products and/or services, determining the financial and relationship currencies needed, and detailing the myriad actions and decisions required to transform their vision into reality. Students also focus on the issues related to bootstrapping an entrepreneurial venture by exploring the basics of attracting startup and growth capital, valuing a company and going public.

**ES 701 ENTREPRENEURSHIP PRACTICUM**

*(3 credit)*

Prerequisite(s):

ES 600

Enables students to gain new insights and develop their intuitive entrepreneurial perspective and thinking by practicing what they have learned. Working in the field, students can either work as an intern with an entrepreneur in a start-up business, or participate in consulting teams that assist entrepreneurs with specific projects. All projects are under the guidance of a faculty member.

**ES 702 RESEARCH ON THE ENTREPRENEURIAL PROCESS**

*(3 credit)*

Prerequisite(s):

ES 600

Allows students to develop specialized knowledge on the entrepreneurial process by structuring and completing a faculty-supervised research project. The specific area of investigation is proposed in writing by the student to a faculty supervisor and must be approved by the supervisor and program director. Students demonstrate research skills and technical competence through the presentation of a written report outlining the nature and significance of the project chosen and the resulting conclusions.

## Finance

**FI 590 INTERNSHIP IN FINANCE**

*(1 credit)*

Prerequisite(s):

Completion of four finance courses at the 600-level or higher and GPA of 3.25 overall and in required finance courses

A 1-credit field-based educational experience for Bentley students with the opportunity to (1) observe finance practices, (2) apply and test hands-on the organizational concepts and methods learned in classes, (3) develop leadership skills, (4) test aptitude and personal preferences for various career directions, and (5) establish a basis for future professional employment. This Internship option is available to Bentley MSF students. Students must work a minimum of 240 hours at an organization suitable for the individual student's field learning experience, and complete specific requirements during their Internship in order to receive academic credit. A student is limited to doing one such 1-credit internship before degree completion.

**FI 623 INVESTMENTS**

*(3 credit)*

Pre or Corequisite(s):

FI625 for MSF; Pre-Req for all others FI 625 or GR 525 if taken at Bentley

This course provides fundamental knowledge in key areas of investments. In particular, the course will focus on portfolio theory, asset pricing, equity valuation, fixed income valuation and risk, and option pricing and strategies.

**FI 625 CORPORATE FINANCE: THEORY, TOOLS AND CONCEPTS**

*(3 credit)*

Prerequisite(s):

GR524 (or PF503)

Note: Not open to students who completed GR525

Extends the basic understanding of financial concepts and tools by emphasizing the modern fundamentals of the theory of finance. Develops the ability to apply financial analysis, planning and valuation techniques to solving financial problems. Covers issues related to how managers manage the assets in place, identify and evaluate future investment opportunities, and analyze sources and costs of capital necessary to fund these projects. Topics are presented in an environment that includes strategic, global and technological issues where appropriate and relevant.

**FI 627 CORPORATE FINANCE: APPLICATIONS AND ADVANCED TOPICS**

*(3 credit)*

Prerequisite(s):

FI625 for MSF; for all others FI 625 or GR 525 if taken at Bentley

Hones analytical skills by exploring applications of concepts and tools introduced in GR 525 and FI 625. This is a case-based course where students examine a wide range of topics in corporate finance in a real-world setting. Issues examined can include but are not limited to building financial forecasts, estimating a cost of capital, making corporate investment decisions, private equity financing, the decision to go public, long-term financing choices, management buyouts, the economics of mergers, acquisitions and divestitures, and corporate risk management.

**FI 635 FIXED INCOME VALUATION AND STRATEGIES**

*(3 credit))*

Prerequisite(s):

FI 623.

Note: Not open to MBA Finance concentrators

Covers the pricing of fixed income securities, examining topics such as bond mathematics, term structure of interest rates, repurchase agreement market, pricing of default risk in the context of high yield corporate bonds, foreign exchange risk in the context of foreign currency denominated bonds, and pricing pre-payment risk in mortgage-backed securities. More advanced topics include the tools and their application under realistic assumptions in the real world, application of duration and convexity under realistic yield curve assumptions, risk and return in the high yield bond market and related structured products, option-adjusted spread modeling in mortgage backed securities pricing, the mortgage derivatives markets, and foreign currency denominated bond investment. Requires econometric analyses that involve using the resources of the Trading Room. Assigned readings include journal articles from applied academic finance journals and research reports from Wall Street firms.



**FI 640 EQUITY VALUATION**

*(3 credit)*

Prerequisite(s):

FI 623

Note: Not open to MBA Finance concentrators

Teaches students to value equity securities, starting with the top-down approach and industry analysis/forecasting. Examines valuation theory, models and applications. Students analyze the IPO process to gain a detailed understanding of equity market operation, issues that affect these markets and where they are headed. More advanced topics include the implications of financial statements on cash flow and risk, the exploration of valuing distressed or bankrupt companies, closely held firms, and venture capital situations. Requires extensive use of applied academic journals, the financial media, and resources available in the Trading Room.

**FI 645 DERIVATIVES**

*(3 credit)*

Prerequisite(s):

FI 623.

Note: Not open to MBA Finance concentrators

Provides materials and projects that will allow students to develop a detailed understanding of the design, mechanics and pricing of derivative securities in risk management. The concept of the law of one price will be stressed and includes the application of the tools and inputs (quantitative techniques as developed in ST 625) necessary to value derivative securities. The mathematical requirements of the course are primarily algebraic, but the student will also need to rely on statistical methods and some calculus. Please note that this is not a survey course. It is an intensive introduction to derivative securities pricing and market mechanics.

**FI 650 ADVANCED PORTFOLIO THEORY AND PRACTICE**

*(3 credit)*

Prerequisite(s):

FI 623

Note: Not open to MBA Finance concentrators

This course will provide the students with the issues, techniques and methodologies associated with constructing and evaluating portfolios. The course will use material from ST 625, including both statistics and calculus, to analyze issues such as diversification, optimal portfolio selection, capital market theory and application, performance evaluation, efficient markets, and behavioral finance, among others. The course will also address ethical issues and the professional code of conduct as it relates to portfolio management.

**FI 685 FINANCIAL STRATEGY**

*(3 credit)*

Prerequisite(s):

FI625 for MSF; for all others FI 625 or GR 525 if taken at Bentley

Note: Not open to MBA Finance concentrators

This course has three broad objectives. The first is to examine a framework for formulating value-enhancing corporate strategies, both short term and long term. The second is to study a variety of financial policies, and develop an understanding of how financial policy is an integral part of any value-maximizing corporate strategy. The third objective is to apply the value-maximization framework and tools to conduct an in-depth evaluation of corporate strategy for a selected firm. Various strategic decisions to create stakeholder wealth will be discussed through case discussions and analysis of actual companies. Analysis of financial decisions in a framework that views a business strategy as a series of options rather than a series of static cash flows will be discussed.

**FI 701 INTERNSHIP IN FINANCE**

*(3 credit)*

Prerequisite(s):

For MSF students, director's permission after completion of four or more 600- or 700-level finance courses.

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in professional financial environments. Requires development in cooperation with the potential employer of a proposal defining the internship experience. Consistent with the student's professional goals, the proposal should detail either a specific project or a structured development program. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**FI 730 MANAGEMENT OF FINANCIAL INSTITUTIONS**

*(3 credit)*

Pre or Corequisite(s):

Pre or Co-Req FI625 for MSF; Pre-Req for all others FI 625 or GR 525 if taken at Bentley

Analyzes the environment, structure and operation of depository financial institutions while concentrating most heavily on commercial banks. Reviews the complex role of depository institutions within a changing industry and examines criteria used to measure performance. Presents the analytical methods used to evaluate the efficiency of operations, the market position, and the development of the institutions. Factors leading to growth and profitability both internal and external to the firm are evaluated. Issues specific to the international operations of U.S. banks as well as the domestic operations of foreign banks are explored. Examines the exposure to risk of various kinds and methods used to minimize those risks. Cases and current issues are both used.

**FI 735 MERGERS AND ACQUISITIONS**

*(3 credit)*

Prerequisite(s):

FI625 for MSF; for all others FI 625 or GR 525 if taken at Bentley

Note: Not open to MBA Finance concentrators

Studies mergers and acquisitions, both as a growth strategy and as a means of increasing the market value of the firm. Students develop the skills to scan the environment for potentially attractive targets, and thereafter, to determine the terms of a merger. Through the case analysis method, students test pre-merger conditions against post-merger facts to form judgments about the soundness of a given merger. Accounting treatment of mergers, as well as the role tax and antitrust laws, is studied.

**FI 745 REAL ESTATE INVESTMENT ANALYSIS**

*(3 credit)*

Prerequisite(s):

FI625 for MSF; for all others FI 625 or GR 525 if taken at Bentley

Note: Not open to MBA Finance concentrators

Examines the application of investment principles and analytical techniques to the valuation of real property. Emphasizes the estimation of revenues/expenses and risk/return relationships in the investment valuation and the application of real estate economics to this process. The effects of financing, tax consequences, ownership and market conditions are integrated into the analysis process.

**FI 751 INTERNATIONAL FINANCIAL MANAGEMENT**

*(3 credit)*

Pre or Corequisite(s):

Pre or Co-Req FI625 for MSF; Pre-Req for all others FI 625 or GR 525 if taken at Bentley

Deals with the international aspects of corporate finance and investing. Areas covered include foreign exchange with emphasis on exchange rate determination, exchange risk, hedging and interest arbitrage, international money and capital markets and international financing, multinational capital budgeting, cost of capital and international portfolio management.

**FI 787 LARGE INVESTMENTS AND INTERNATIONAL PROJECT FINANCE**

*(3 credit)*

Prerequisite(s):

FI625 for MSF; for all others FI 625 or GR 525 if taken at Bentley.

Note: Not open to MBA Finance concentrators

Course provides an overview of project finance employing the latest techniques for structuring transactions, including risk mitigation by financial intermediaries. Students will be introduced to substantial research data and informational resources. Decision making and prioritization of tasks, policy formulation, the selection of world class partners and on-the-ground operational skills necessary to ensure timely completion of construction, budget adherence and efficient start-up are stressed. Large investment projects across a variety of geographic regions, industrial sectors, and stages of project execution are examined. The important differnces in risk between domestic and export sector projects will be contrasted, including management of foreign exchange issues and the role of host governments. Case studies and an international development valuation project will add depth to the text material. Comfort with Excel spreadsheets and the analytical tools is recommended.

## Financial Planning

**FP 590 INTERNSHIP IN FINANCIAL PLANNING PRACTICE**

*(1 credit)*

Prerequisite(s):

Six hours of financial planning (FP) courses at the 600 level or higher

A 1-credit field-based educational experience for Financial Planning students with the opportunity to (1) observe professional practices in financial planning, (2) apply hands-on financial planning knowledge learned in classes, (3) develop professional skills, (4) test aptitude and personal preferences for various career directions, and (5) establish a basis for future professional employment. This Internship option is available to Bentley Financial Planning graduate students. Students must work a minimum of 15 hours per week for a minimum of ten weeks at an organization and position suitable for the individual student's field learning experience and complete specific requirements during their Internship. A student is limited to doing one such 1-credit internship before degree completion.

**FP 600 PROFESSIONAL FINANCIAL PLANNING PRACTICE**

*(3 credit)*

Prerequisite(s):

Note: Recommended to be taken as one of the first courses in the MSFP program

Addresses complex issues involved in financial planning for individuals. Students learn financial planning strategies, research techniques, and methods of analysis. Topics include ethical responsibilities, economic considerations, risk management, quantitative methods, cash-flow analysis, and investment strategies. Covers risk management and insurance-related concepts and practices as well as the tools and techniques necessary to minimize dissipation that results from unforeseen circumstances, retirement and death. Students use the college's specialized information technology resources, such as the Trading Room and the Accounting Center for Electronic Learning and Business Measurement. Emphasizes teamwork and collaboration along with critical thinking and analysis. Written and oral presentations are important parts of the course.

**FP 601 INVESTMENTS AND CAPITAL ACCUMULATION**

*(3 credit)*

Explores tools and techniques central to personal investment planning. Students concentrate on developing the skills that guide financial planners in developing and monitoring client investment plans. Covers the investment decision process and its underlying concepts; financial markets; and the characteristics, analysis, valuation, taxation, and trading of various domestic and offshore investment alternatives. Introduces portfolio management and performance measures. In conducting relevant research and analysis, students use specialized information technology resources such as the college's Trading Room as well as public domain databases.

**FP 610 BENEFITS, COMPENSATION AND RETIREMENT**

*(3 credit)*

Considers the current state of compensation, benefits and retirement planning. To gain a comprehensive understanding of these evolving topics, students examine the key types of benefits, compensation and retirement programs, including a complete survey of the rules that govern the principal areas of each program and the history of each. The course addresses the impact of these programs on both the employer and the employee. Explores which compensation and benefits plans are best, depending on an individual's financial position. Covers the basic rules of the Internal Revenue Code, ERISA, and the effects of other areas such as securities, family and bankruptcy law.

**FP 620 TRUSTS, GIFTS AND ESTATES**

*(3 credit)*

Focuses on the planning, administration and taxation of trusts, gifts and estates. Covers the principles of trusts, including simple and complex trusts; irrevocable and charitable trusts; life insurance, annuities, and powers of appointment; gifting strategies and techniques; probate avoidance; wills and other legal vehicles of estate planning; tax minimization and asset protection; lifetime gifting; marital deduction planning; charitable gifting planning; the use of life insurance in estate planning; planning for generation-skipping transfers; advising elderly clients; postmortem planning; and the responsibilities of executors, administrators and trustees.

**FP 630 FINANCIAL PLAN PROCESS/CASES**

*(3 credit)*

Prerequisite(s):

FP 600, FP 601, FP 610, FP 620, FP 710 and TX 601

Note: Students who intend to practice as Certified Financial Planners (CFP) must take this course to sit for the CFP exam

Course examines analytical and methodological issues in the preparation and presentation of financial plans to individual clients and client families. Students are expected to utilize knowledge and skills obtained in pre-requisite and other courses, as well as from any work experiences, in the analysis, preparation, and presentation of a comprehensive personal financial case and other mini-case studies. Substantive topic areas utilized in plan development will include cash flow, income tax, insurance, investment, and estate planning, as well as quantitative skills and techniques.

**FP 700 INVESTMENT VEHICLES**

*(3 credit)*

Explores a variety of investment vehicles, including exchange-traded funds, exchange funds, variable annuities, variable life insurance, unit investment trusts and separately managed accounts. Builds on knowledge developed in FP 601 Investments and Capital Accumulation. Emphasizes mutual funds, including open-end vs. closed-end, index vs. actively managed, load vs. no-load, socially responsible, and international. Highlights the use of rating services to screen funds. Focuses on matching vehicles with client goals, risk management, portfolio realignment and tax efficiency. Students construct portfolios for hypothetical clients.

**FP 701 PORTFOLIO MANAGEMENT**

*(3 credit)*

Addresses the management of a client's assets, building on the knowledge base developed in FP 601 Investments and Capital Accumulation. Topics include determining long-term "target" percentages, determining asset categories for the client portfolio, specifying allocation ranges, and selecting assets for each category. Examines the optimal asset allocation mix, which is one of the most critical aspects of investing. Provides the tools and techniques necessary to ensure diversification. Covers management of client expectations, portfolio design, strategy implementation, and report preparation. Emphasizes tax considerations, sensitivity analysis and portfolio simulations. Students use technology for making optimal portfolio decisions.



**FP 703 MARRIAGE, SEPARATION AND DIVORCE**

*(3 credit)*

Covers marriage history and background, antenuptial agreements, and successive marriages. Explores the special concerns of support obligations, the battered wife problem, and criminal remedies. Topics include the legal disabilities of minors as well as the care, education and supervision of children. Examines financial planning cases to improve understanding of marriage breakdown, division of property, alimony and child support. Places special emphasis on the federal tax aspects of separation and divorce.

**FP 704 FINANCIAL PLANNING FOR NON-TRADITIONAL FAMILIES**

*(3 credit)*

Examines why some of the basic rules and assumptions for financial planning do not apply to non-traditional families, and develops alternative financial planning solutions. Topics include employee benefits, retirement and elder planning, income tax planning, asset ownership, and gift and estate planning. Students analyze a variety of non-traditional family scenarios.

**FP 705 ELDER-PLANNING TECHNIQUES**

*(3 credit)*

Encompasses legal and financial planning for the aging or incapacitated client. Examines elder-law issues, challenges and planning strategies. Discusses Social Security disability, supplemental security income, railroad retirement programs, and veterans' benefits. Analyzes insurance and other means for funding long-term care either in a nursing home or at home. Explores Medicaid requirements and strategies for resource planning, as well as the tax implications of Medicaid planning. Discusses use of durable powers of attorney, guardianship, and health-care proxies. Examines relevant federal and state laws, such as the age discrimination in Employment Act and the Nursing Home Reform Act of 1987.

**FP 706 PSYCHOLOGY IN FINANCIAL PLANNING**

*(3 credit)*

The course is designed to assist students in understanding issues related to the psychology of money and wealth to enhance their client interaction and management skills during the process of personal financial planning. It provides an understanding of the money beliefs and skills possessed by clients requesting financial planning or wealth advising; clarifies the nature of different subgroups of clients based upon class, gender, age, wealth history in the family, and medical and psychological characteristics; provides an overview of behavioral finance; teaches communication skills in the advising relationship; explains characteristics of the professional mental health field; and, explains how to access mental health, philanthropic, and other resources to assist clients' relationship with their personal wealth.

**FP 710 INSURANCE AND WEALTH PRESERVATION PLANNING TECHNIQUES**

*(3 credit)*

Offers a comprehensive understanding of insurance, including risks to be insured, levels of insurance, best products available, and key policy provisions. Covers types of insurance that include workers' compensation, life, health, disability, personal liability, professional liability, and long-term care. Emphasizes protection and preservation of client assets, with additional focus on annuities, tax planning with life insurance, irrevocable life insurance trusts, estate liquidity and life insurance as an employee benefit. The course integrates case studies to bridge the gap between technical knowledge and a variety of real-world client situations.

**FP 755 SPECIAL TOPICS SEMINAR IN FINANCIAL PLANNING**

*(3 credit)*

Prerequisite(s):

Instructor's permission (specific courses may be required for particular topics)

Explores, in depth, financial planning issues and topics identified based on student and faculty interests. Provides an opportunity for students who have specific projects in mind. Students conduct research and write original papers of publishable quality, and make an oral presentation of the research findings to fellow seminar participants at the end of the semester.

**FP 781 INTERNSHIP IN FINANCIAL PLANNING PRACTICE**

*(3 credit)*

Prerequisite(s):

Six hours of financial planning (FP) courses at the 600 level or higher

Enables students to enhance their development and direction by integrating prior classroom study with the real-world experience of professional employment. Each student is required to prepare a research paper addressing a contemporary financial planning issue and a paper assessing the work experience, under the supervision of a faculty adviser.

## Graduate Required Courses (GR Courses)

**GR 521 MANAGERIAL STATISTICS**

*(3 credit)*

Prerequisite(s):

Note: GR521D is reserved for ELMBA and MSMBA students. GR521P is reserved for PMBA, MS and Certificate students for whom it is required.

This course covers basic statistical techniques in a managerial setting featuring case studies and conceptual exercises. Statistical topics include effective use of numerical and graphical summaries, estimation and confidence intervals, hypothesis testing and regression. A few more advanced topics such as data mining, the Bayesian paradigm and principles of model building may be encountered during projects.

**GR 522 ECONOMIC ENVIRONMENT OF THE FIRM**

*(3 credit)*

Prerequisite(s):

Note: GR522D is reserved for ELMBA and MSMBA students. GR522P is reserved for PMBA, MS and Certificate students for whom it is required.

This course examines managerial decision making from an economic standpoint. The first half (microeconomics) explores how prices, wages, and profits are determined in market economies; the advantages and disadvantages of unfettered competition; and the impact of government intervention on market outcomes. The second half (macroeconomics) investigates the factors influencing Gross Domestic Product, interest rates, unemployment, inflation, and growth; the causes of the business cycle; the role of the federal government and the Federal Reserve in stabilizing the economy; the impact of technology on productivity and growth; and the influence of international trade and finance on economic activity.

**GR 523 MARKETING MANAGEMENT**

*(3 credit)*

Prerequisite(s):

Note: GR523D is reserved for ELMBA and MSMBA students. GR523P is reserved for PMBA, MS and Certificate students for whom it is required.

This course covers the processes involved in the creation, distribution and sale of products and services, and explores the tasks and decisions facing marketing managers. It focuses on market and competitive analysis, customer behavior, and the design and implementation of marketing strategies in domestic and international markets, including product, price, promotion, distribution and customer service decisions.

**GR 524 ACCOUNTING FOR DECISION MAKING**

*(3 credit)*

Prerequisite(s):

Note: GR524D is reserved for ELMBA and MSMBA students. GR524P is reserved for PMBA, MS and Certificate students for whom it is required.

The course highlights how managers use cost, cash flow and financial reporting information in their decisions. It will introduce the student to (a) purpose of accounting and its role in making business decisions, (b) accounting principles, procedures and judgments underlying corporate financial statements, (c) use, interpretation and limitations of financial statements, (d) use and interpretation of cost accounting data in managerial decision-making, and (e) approaches to identify problems, analyze their financial and managerial implications, and evaluate alternative solutions.

**GR 525 FINANCIAL STATEMENT ANALYSIS FOR DECISION MAKING**

*(3 credit)*

Prerequisite(s):

Note: GR 521 and GR 524

Note: GR 525D is reserved for ELMBA and MSMBA students. GR525P is reserved for PMBA, MS and Certificate students for whom it is required.

The objective of this course is to provide an applied understanding of the finance concepts and tools of analysis used in measuring firm performance and in making investment decisions that create value. This will be achieved through instructor conferences and the use of cases. The main concepts we will cover are financial statements, ratio analysis, financial planning, the time value of money, capital budgeting, capital structure, the cost of capital and asset valuation.

**GR 601 STRATEGIC IT ALIGNMENT**

*(3 credit)*

Prerequisite(s):

For ELMBA and MSMBA: None. For PMBA: GR 521, GR 522, GR 523, GR 524 and GR 525.

Note: Restricted to MBA students only.

GR 601D is reserved for ELMBA and MSMBA students. GR 601P is reserved for PMBA students.

GS601 provides an enterprise-wide perspective on IT management, focusing on how IT professionals, non-technical managers, and external service providers work together to ensure that applications, data, and knowledge align with organizational strategy and business processes (i.e., Strategic IT Alignment). Cases and readings examine how companies in various industries use IT to serve customers well, manage operations efficiently, coordinate with business partners, and make better business decisions. We consider how to maximize the strategic benefits of investments in hardware and software, while minimizing risks.

The course places equal weight on technical and managerial skills. Our primary objective is to help students prepare to be effective contributors to IT initiatives in partnership with IT professionals, including external service providers here and abroad.

**GR 602 BUSINESS PROCESS MANAGEMENT**

*(3 credit)*

Prerequisite(s):

For ELMBA, MSHFID, MSIT and MSMBA: None. For PMBA: GR521, GR522, GR523, GR524 and GR525.

Note: Restricted to MBA, MSHFID and MSIT students.

GR602D is reserved for ELMBA and MSMBA students. GR602P is reserved for PMBA, MSHFID and MSIT students.

Provides a conceptual framework for understanding the fundamentals and characteristics of business processes. To set a solid foundation for accomplishing this aim, reviews the basics of process analysis and reviews process modeling. Included here are various methods of analyzing, measuring and evaluating processes. With these fundamentals in place, explores the concept of the value chain to offer a backdrop for understanding both intra- and interorganizational relationships and the associated dependencies that exist. The last part of the course focuses on how information technology can be used effectively in redesigning processes to improve their overall performance. Students are introduced to the enterprise resource planning system SAP. The course includes assignments, exercises and projects focused on different aspects of business processes

**GR 603 LEADING RESPONSIBLY**

*(3 credit)*

Prerequisite(s):

Note: Restricted to MBA students only. GR603D is reserved for ELMBA and MSMBA students. GR603P is reserved for PMBA students.

Examines the role of managers as ethical and responsible thought leaders, problem solvers and change agents. The complexities of, and challenges associated with, managing and leading change in a rapidly changing, international, diverse and information-based environment are emphasized. Through discussion, case analysis, role playing, decision-making simulations, and experiential exercises, students explore the responsibilities of contemporary business and the complex issues of leading and guiding organizations in a turbulent environment. Students have the opportunity to apply and develop a range of skills - analytical, problem solving, ethical decision making, interpersonal, communication, influencing, negotiation, conflict management, and change-related implementation – in a variety of leadership situations

**GR 604 GLOBAL STRATEGY**

*(3 credit)*

Prerequisite(s):

GR 521, GR 522, GR 523, GR 524, GR 525, GR 601 and GR 602.Restricted to MBA students only.

Note: GR604D is reserved for ELMBA and MSMBA students. GR604P is reserved for PMBA students.

Focuses on how multinational companies and other firms create and sustain competitive advantage in a highly competitive, networked economy. Students learn about models of competition such as Porter's Five Forces model and D'Aveni's Hyper-Competition. Strategic innovation, the resource-based view of the firm, and new business models are other important topics. Emphasis is placed on formulating strategy at the corporate and business levels and on implementing strategy at all levels of the firm. The macro global environment, ethics, risk management and government regulation are covered. Serves as a capstone course, with discussion of comprehensive, international case studies that require financial analysis. Students use the college's Trading Room for research projects.

**GR 606 DESIGNING FOR THE VALUE CHAIN**

*(4 credit)*

Prerequisite(s):

GR 602

Note: Restricted to MBA students only.

GR 606D is reserved for ELMBA and MSMBA students. GR 606P is reserved for PMBA students.

This class introduces concepts relating to value chain management, including supply chain management and designing new goods and services. Students apply these concepts in simulations of real-world business situations, deepen their knowledge by learning from industry guest speakers, and work within a team to experience the complexities of making collaborative decisions and engage with individuals across teams to generate insights for solving business problems. The course will prepare students for understanding complex product design, supply chain, and global business environments.

**GR 645 LAW, ETHICS AND SOCIAL RESPONSIBILITY**

*(3 credit)*

Prerequisite(s):

Note: Restricted to MBA students only. GR645D is reserved for ELMBA and MSMBA students. GR645P is reserved for PMBA students.

The course provides an overview of the legal environment of business, with an emphasis on the roles of law, ethics and corporate social responsibility in managerial decision making. The course provides an overview of traditional sources of ethics and ethical conflict. These will ground our students in the legal and ethical framework for the specific areas of law we study throughout the rest of the course. The course then covers the resolution of legal disputes, Constitutional law, torts including product liability, contracts and sales, employment law, intellectual property and environmental concerns. International perspectives on legal issues will also be included in almost every week of the course. We will examine ways in which the internet, including e-commerce and online publications, affects the legal environment of business. The course prepares students to spot legal and ethical issues in business, and to seek expert legal advice where appropriate.

**GR 735 CORPORATE IMMERSION**

*(3 credit)*

Prerequisite(s):

GR 523, GR 524, and GR 525

Note: Restricted to ELMBA and MSMBA students

Corporate Immersion courses focus on solving current business problems with company management. Emphasizes the use of multi-disciplinary skills to identify, define, and solve complex issues within the firm. Covers multiple topics including finance, accounting, management, marketing, technology and the law. Helpful to understand technology and cultural idioms. Involves significant group work and the ability to meet tight deadlines. Deliverables may be sequential, but often unrelated and with frequent changes throughout the semester. Need immense curiosity, ability to research, search capability, and experience investigating multiple industries. Emphasizes the ability to use both written and oral skills in formal business presentations to top management. Requires the ability to defend analyses and recommendations under pressure and strict time constraints. Mirrors working conditions and expectations of corporate partner's employees.



## Human Factors in Information Design

**HF 590 INTERNSHIP IN HFID**

*(1 credit)*

Prerequisite(s):

HF 700 and HF 750, a 3.0 cumulative grade point average and Program Director approval.

A 1-credit field-based educational experience for HFID students with the opportunity to (1) observe human factors and user experience practices, (2) apply knowledge of human factors and user experience research methods (3) develop project management skills, (4) and explore development cultures. This Internship option is available to HFID graduate students. Students must work a minimum of 120 hours at an approved organization, complete reflection paper, and coordinate their performance appraisal with specified site supervisor. A student is limited to doing one such 1-credit internship before degree completion.

**HF 700 FOUNDATIONS IN HUMAN FACTORS**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Designing intuitive, self-revealing products requires understanding the human factors that underlie the user's interaction with the product. This course introduces the applied theories relevant to the design of information products, training programs, or user interface designs. Particularly relevant to those working with critical applications, diverse user populations, and new technologies, the course helps students to create applications compatible with the strengths and weaknesses of the user's information processing systems. Students learn to anticipate user requirements before product development, to explain the user's performance during usability and prototype testing, and to foster a smooth transition for users facing new technologies or information.

**HF 710 MANAGING A USER-CENTERED DESIGN TEAM**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Addresses methods and tools that information designers can use to integrate user-centered design approaches and human-factors principles to enhance the usability of information products. Through readings, short papers and team projects, students examine common project-management problems that can adversely affect usability, define the implications of those problems for the user interface, and apply selected project-management techniques for anticipating and managing usability issues. Lectures, discussions and assignments

focus on various user-centered design methodologies and human-factors techniques, and examine implementing these approaches in the project environment. Course materials and activities focus on processes such as creating user-centered project environments that support a human-factors approach to user-interface design, setting and evaluating project performance standards. Students examine and define metrics (ROI) for evaluating the effectiveness of the usability effort.

**HF 715 USER EXPERIENCE BOOT CAMP**

*(3 credit)*

Note: This course is mandatory for students in the MSHFID On-Line Program. It is restricted to MSHFID On-Line program students.

This five-day program offers on-line program students an opportunity to explore and develop the skill component of many of the program's classes including user requirements gathering, field methods, prototyping and usability testing. This experience has been created as a complement to the online experience in each of these classes. The program is held primarily in the Design and Usability Center while select experiences will take students into the field. Immersion in the user-centered design experience during a full-week of interactive discussions, an expert panel presentation, site tours, and hands-on workshops is the focus of the week. Over the course of the five days, students will experience the entire user-centered design life-cycle. Interaction/networking with program faculty and current students and alumni from the on-campus program is included in the week's activities.

**HF 720 LOCALIZATION AND THE GLOBAL MARKET**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

In today's global marketplace, long-term success requires a strategy for tailoring products to the requirements of the international community. This course introduces participants to the theory and practice of internationalizing all aspects of a technology business, including documentation, training, user interface, and marketing. Moving beyond the simple translation of language, this course addresses internationalization from the more comprehensive perspective of cultural theory. The course begins by recognizing the ethnocentric biases that affect all aspects of information design, then proposes a strategy for creating a globalized core design for all aspects of the product line. Working from this globalized core, developers can more easily and economically tailor product design to serve the needs of a local community. The course will focus on the major markets for technology, medical and scientific products, including Japan, China, France, Germany and England.

**HF 730 VISUALIZING INFORMATION**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Examines the theory and practice of designing dynamic visualizations that clarify thinking, facilitate problem solving, and foster creativity. This course helps students to harness their visual and creative potential and to display this potential in the visual medium. In practice, students will learn to make large collections of verbal and numerical data accessible through carefully crafted visual displays. The unique strengths and weaknesses of both words and visuals are analyzed. Advancing from this analysis, the course helps students design a visual-verbal system where the strengths of one medium support the weaknesses of the other. This complementary system more fully integrates visual and verbal information, thereby dramatically improving the reader's understanding and retention of the communication design.

**HF 740 INFORMATION ARCHITECTURE: USER-CENTERED DESIGN FOR THE WORLD WIDE WEB**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Applies human factors design principles, strategies, and best practices in creating various types of web sites. Incorporates the information and knowledge needs of users, clients, product design teams, management and other constituencies involved in creating, implementing, maintaining and using information on the World Wide Web. Topics include the user-centered design process, form and function, technology and usability issues, site types and organization, information categorization and labeling systems, global and local navigation systems, searching and browsing systems, accessibility, interactivity, page layout, template design, prototyping, modularity, scalability, maintenance and management. Students learn to identify for different audiences the value of using information architecture principles and best practices to design highly functional web sites and web applications. Includes individual and group projects.

**HF 750 TESTING AND ASSESSMENT PROGRAMS**

*(3 credit)*

Prerequisite(s):

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Presents the principles, methods and tools for addressing usability issues. Topics covered include processes for assessing the usability of the communicative aspects of the human-computer interface in software applications, web sites and other forms of interactive media. Students will plan and administer tests and other means of product assessment through simulated usability problems and case studies. Human-computer interfaces and various forms of documentation (print and electronic) used in assignments and exercises will range from prototype to released products.

**HF 751 MEASURING THE USER EXPERIENCE**

*(3 credit)*

Prerequisite(s):

HF 750

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Covers more advanced assessment techniques than studied in HF750, such as usability benchmarking, competitive testing, and special studies that require advanced measurement skills. The content goes beyond usability to focus on two new overlapping areas: hedonomics and the user experience. These new areas focus less on productivity and more on the broader emotional experience with products and services. The course examines metrics suitable for assessing the contribution of the user experience to the business bottom line. The core learning activity is a field-based experience where student teams conduct research, prepare a detailed report and deliver a presentation to the sponsoring organization. In addition, influential thought leaders from the user experience community contribute to the class.

**HF 755 SPECIAL TOPICS IN HUMAN-COMPUTER INTERACTION (HCI)**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Builds expertise for the HCI professional in a wide range of subspecialties related to human behavior and user-centered design. Three 5-week modules on selected topics in HCI are taught by faculty with specialties in requirements gathering, web accessibility, interface design, inspection methods, intelligent agents, and remote usability testing. Students are graded for each module, with the three grades combined for the final class grade. Modules change each semester.

**HF 760 INTELLIGENT USER INTERFACES**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Introduces students to the theory and practice of engineering expert knowledge into system designs. To overcome the limitations of human processing capabilities, the technology industry must increasingly move from a model of providing support, training and documentation in forms external to the system, to a model where this information is seamlessly integrated in the larger system design. Early examples of knowledge-based subsystems include wizards, agents and expert system support. The very nature of expert knowledge, its value to the expert, and the way in which the expert constructs this knowledge are key elements of the course. Students learn to develop strategies for collecting and organizing knowledge from experts, and study ways to integrate expert knowledge in system designs. The course relies heavily on experts from local research and development labs.

**HF 765 EMERGING INTERFACES**

*(3 credit)*

Prerequisite(s):

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

This course introduces students to the process of iterative, user-centered design and to the state-of-the-art in user interface design and technology. This course allows the students to experience the benefits of iterative design by requiring them to present several iterations for feedback to the class. Furthermore, by having the students design a non-traditional interface in groups, the impact of iterative design and the importance of carefully analyzing the users in the use context are magnified. The students are also introduced to the latest user interfaces and user-interface research by reading many journal and conference articles, identify and present some issues from these papers, and write a research paper on an interface topic.

**HF 770 PROTOTYPING AND INTERACTION DESIGN**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

This course will cover the fundamental principles and methods of interaction design and prototyping. The goals of this course are to provide students with an understanding of interaction design principles and how those principles are embodied in prototypes. The first half of the course will cover the history of interaction design, universal design principles, patterns, design constraints, metaphor, affordances, aesthetics that affect interaction, visual design considerations, human-computer dialog, and time-based design.

**HF 780 FIELD METHODS**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Places the concept of field research within the user-centered design lifecycle. Methods examined in the class include contextual inquiry, ethnographic survey, card sorts, and cognitive task analysis; how the methods are used, and how collected data fits with business and technical requirements. The course covers the design, planning and delivery of a field study, including preparation, sample definition, administration, and data analysis. Students will examine how the data analysis informs the design process. Special emphasis will be placed on different types of user populations and how they affect the way the field research is implemented. Guest speakers and intensive workshop exercises will be interspersed with lecture. Articles will be discussed during class.

**HF 785 ETHNOGRAPHY OF WORK FOR DESIGN**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

Ethnographic research involves naturalistic inquiry aimed at capturing social phenomenon as they occur in a particular setting. Ethnographers can employ multiple data collection strategies to do this, but typically focus on participant/observation methodologies as a primary approach. While primarily found in social science disciplines such as anthropology and sociology, ethnographic approaches increasing are being applied in IT/IS fields for the purposes of achieving better technological designs, improving the user experience, and facilitating collaborative work. This course will introduce the student to the origins of the ethnographic method, discuss the theoretical bases of its use, identify strategies for successful ethnographic inquiry, develop initial skills for data analysis and reporting, and provide examples of how ethnographic studies of work and technological use have been used in a variety of business and organizational contexts.

**HF 790 INTERNSHIP IN HFID**

*(3 credit)*

Prerequisite(s):

HF 700 and HF 750

Provides students the opportunity to integrate the classroom experience in a diverse range of field experiences in leading high-tech and web development groups. HF 790 requires the development of an educational plan to identify the student's career goals and how those goals can be enhanced through the internship experience. Requires close coordination with the internship coordinator and regular meetings with the coordinator throughout the semester.

**HF 795 RESEARCH METHODS FOR HUMAN FACTORS**

*(3 credit)*

Note: Program director approval required for all students except MSHFID or MSIT or MSMBA.

This class prepares students to engage in professional and scholarly research in human factors with an emphasis on user-experience design. By critiquing research methodologies and methods from journal and practitioner publications, students will discuss the strengths and weaknesses of particular research designs. Through lectures, readings, and interactive classroom discussions of research studies, students will learn how to apply the most appropriate research methodology(s) and method(s) to a particular research problem. The course covers the full spectrum of research from basic to applied.

**HF 800 USER EXPERIENCE THESIS**

*(3 credit)*

Prerequisite(s):

HF 795 and Director approval

This course is by invitation to students having shown superior knowledge, ability, and skill in their course work.

Students need to take HF 700 and HF 795 in the first semester to prepare for their research project. Application for thesis option is open to full and part-time students. Students need to apply for the thesis option when they enter the MSHFID program. The candidate would be evaluated at that

time to determine if they possess appropriate academic experience to pursue the thesis option. The decision regarding their admittance will be made in mid-October. Working with a Thesis Advisor, candidates will develop a research prospectus based their research interest. The prospectus will be reviewed and approved by the department research committee.

## Information Design and Corporate Communication

**IDCC 620 MANAGERIAL COMMUNICATION**

*(3 credit)*

Approaches effective communication both as an essential professional skill and as an important function of management. Discusses the elements of communication (argumentation, structure, style, tone and visual appeal) and presents techniques for increasing one's effectiveness in each area. Students read, discuss and write about cases based on tasks that managers commonly face, such as explaining changes in policy, writing performance evaluations, analyzing survey results or other numerical data, and communicating with employees, shareholders, the press and the public. Methods include group work, oral presentations, several writing assignments and role playing. Drafting and revising and computerized word processing are stressed.

**IDCC 711 ARGUMENTATION STRATEGIES FOR BUSINESS**

*(3 credit)*

This course is designed to develop in-depth oral presentation and critical skills in persuasion for a variety of business situations. The course will cover strategies for effectively advocating new proposals and defending current policies; addressing audience attitudes and concerns in formulating positions (discovering hidden agendas); establishing arguments through analysis and evidence; creating conditions for mutual persuasion; handling question and answer sessions; enhancing well-reasoned arguments and establishing tone through effective language usage; establishing personal credibility (reputation); and recognizing logical and psychological fallacies in arguments. Students will gain experience in thinking on their feet, as well as preparing a coordinated set of strategies for a team position defense and creating effective individual persuasive presentations.

## Information and Process Management

**IPM 590 INTERNSHIP IN INFORMATION PROCESS MANAGEMENT**

*(1 credit)*

Prerequisite(s):

3.0 cumulative grade point average and IPM internship coordinator approval.

A 1-credit field-based educational experience for Bentley graduate students with the opportunity to (1) develop an understanding of information management and process management practices in today's organizations, (2) apply knowledge of information and process management techniques in a real live setting, (3) develop process analysis and project management skills, (4) and develop an understanding and appreciation of today's diverse

business culture and values, including team-based performance norms, self-directed team work, and working in a diverse, global business environment. This Internship option is available exclusively to Bentley graduate students who have an IPM focus in their program of study. Students must work a minimum of 120 hours at an approved organization, complete a reflection paper, and coordinate their performance appraisal with their specified site supervisor.

**IPM 652 INFORMATION MANAGEMENT**

*(3 credit)*

Prerequisite(s):

GR602 or GS 602 or AC 730 or AC 731 or GR 610A or instructor permission

Note: Not open to students who have completed CS 652

Designed for the general business student who wants to gain knowledge about organizing data to obtain required information. This course focuses on the collection, analysis, and management of the enterprise's information resources. The emphasis will be on managerial and organizational issues with sufficient technical concepts to fully understand the issues. The interrelationship between the technical, managerial, organizational and inter-organizational aspects will be explored.

**IPM 700 DIRECTED STUDY SEMINAR**

*(3 credit)*

Prerequisite(s):

Concentration Advisor's permission

Directed Study topics must be submitted for approval.

**IPM 701 INTERNSHIP IN INFORMATION AND PROCESS MANAGEMENT**

*(3 credit)*

Prerequisite(s):

GR602 or IPM 652 or GS 602 or GR 610

Affords students the opportunity to enhance self-realization and direction by integrating prior classroom study with experience in professional employment. Each student is required to prepare a research paper addressing a contemporary information management issue and a paper on the work experience, under the supervision of a faculty advisor.

**IPM 723 INFORMATION SECURITY, CONTROLS AND ETHICS**

*(3 credit)*

Note: Not open to those who have taken CS 723

This course presents an overview of information security issues that must be addressed by organizations in today's ubiquitously networked environments. Specific coverage will include information security risks and related protection of data, networks and application software. While the primary focus is on how to protect organizational information assets, other topics will include strategic uses of security in business, the impact of security risk on various industries as well as the security and privacy rights and responsibilities of end users and home computer operators. The course is designed to help students think critically about the local, national and global information security issues in our highly networked society.

**IPM 740 ENTERPRISE SYSTEMS PLANNING AND CONFIGURATION**

*(3 credit)*

Prerequisite(s):

GR602 or GS 602 or GR 610A/B or AC 730

An enterprise system forms the backbone of a company. Business information is collected, shared and reported using an enterprise system, which needs to be tailored to support a company's business processes. In this course, students gain hands-on experience planning for and configuring enterprise systems, using the world's leading enterprise software product from SAP. Students will experience the Request for Proposal process, translate business process needs into module-based design requirements, and design test plans for the processes they configure. They will gain a deep understanding of how business processes are instituted in a company setting, and how carefully configured software can lead to efficiency and effectiveness gains and support competitive strategy. The prepares students to participate in enterprise system implementation and evaluation processes as a consultant, a business systems analyst, a subject matter expert, or an auditor.

**IPM 755 SPECIAL TOPICS IN INFORMATION AND PROCESS MANAGEMENT**

*(3 credit)*

Prerequisite(s):

Varies each semester with topic

Focuses on a different information management theme in each semester. Possible themes include inter-organizational information sharing, information ecology, and business intelligence.

## International Business and Global Business Experiences

**AC 781 INTERNATIONAL DIMENSIONS OF ACCOUNTING**

*(3 credit)*

Prerequisite(s):

GR 524 or PF503 or AC 611

Examines major international dimensions of financial and managerial accounting. Discusses national and cultural influences on accounting and on the accounting profession. Investigates financial regulation and varying financial reporting standards in selected foreign countries. Analyzes methods of translation and accounting for gains and losses from exchange rate fluctuations. Introduces students to managerial accounting issues raised by international business.

**EC 655 THE ECONOMICS OF GLOBALIZATION**

*(3 credit)*

Prerequisite(s):

GR 522 (or PPF502)

To be successful in business, it is necessary to understand the impact of global events. For instance, faster economic growth in China leads to higher oil consumption which causes world oil prices to rise which can result in inflationary pressures in the United States that would cause the Federal Reserve to raise interest rates which increases the cost of your loans. The goal of this course is to have students gain knowledge about current issues and to acquire the skills necessary to make these connections. Some of the topics covered in the course include: trade disputes, the expansion of free trade, the Euro, China/India and financial crises in developing countries. This course will utilize readings from well-known economists along with sources such as The Economist. In addition to the midterm and final exams, students will write a paper about an international issue of interest to them. Exams will be mostly essays as the focus is on being able to analyze and discuss issues.

**FI 751 INTERNATIONAL FINANCIAL MANAGEMENT**

*(3 credit)*

Pre or Corequisite(s):

FI625 for MSF; Pre-Req for all others FI 625 or GR 525 if taken at Bentley.

Deals with the international aspects of corporate finance and investing. Areas covered include foreign exchange with emphasis on exchange rate determination, exchange risk, hedging and interest arbitrage, international money and capital markets and international financing, multinational capital budgeting, cost of capital and international portfolio management.

**GBE 790 GLOBAL BUSINESS EXPERIENCE**

*(3 credit)*

Global Business Experiences are faculty-led, 10 day to two week courses that offer an intensive look at business or cultural practices in a country abroad. These courses are usually offered in January during semester break, in March during Spring Break or in May at the start of the summer semester. Students visit companies daily and meet with business leaders and government officials to further their global mindset and cultural awareness. Through immersion in the business practices of another region, students gain valuable professional skills and develop a stronger bond with their classmates that will benefit them throughout the remainder of their graduate study. Visit the following page for a listing of sites: http://www.bentley.edu/offices/international-education/global-business-experiences.

**IB 701 INTERNSHIP IN INTERNATIONAL BUSINESS**

*(3 credit)*

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**LA 715 INTERNATIONAL BUSINESS LAW**

*(3 credit)*

Examines the impact of law on international business transactions. Readings and discussions focus on four areas: the general international legal environment (including litigation and dispute settlement), the international sales transaction, trade law, and regulation in the international marketplace. The three basic forms of doing business (trade, licensing and investment) are analyzed in an international context. Comparisons in national legal environments are noted. Legal and business cases are used for class discussions.

**MG 661 INTERNATIONAL MANAGEMENT BEHAVIOR**

*(3 credit)*

This course contributes to the development of knowledge and skills needed to manage effectively in international environments and/or to work effectively with people from other cultures. Students will develop an awareness of the pervasive and hidden influence of culture on behavior, particularly with respect to management and management practices; become familiar with the types of situations and issues which managers often confront when working internationally; and gain an appreciation for the impact on personal behavior of living and working in another culture. This course is concerned with understanding differences in behavior which stem from diverse national cultures and developing tools for effectively managing those differences. The readings, cases and exercises have been chosen to focus students' attention on effective international behavior - their own as well as that of others.

**MG 671 MANAGEMENT OF THE TRANSNATIONAL CORPORATION**

*(3 credit)*

This course focuses on the management challenges associated with developing strategies and managing the operations of companies whose activities encompass more than one nation. The course analyzes the internationalization process in small, medium and large corporations, compares and contrasts different internationalization strategies, examines managing political risk and ethical issues in international business, and studies functional management of the transnational corporation (e.g., financial management, marketing management and human resource management).

**MK 716 INTERNATIONAL MARKETING**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Focuses on the decision-making process in marketing products and services across national boundaries. Examines the design and modification of marketing strategies; identifies potential markets; and considers product, promotion, price and distribution decisions within the constraints of a particular cultural, economic and political setting. Studies challenges facing multinational enterprises as well as smaller firms marketing internationally.

The Department of Law has courses designed to acquaint students with the legal and ethical consequences of their business decisions. The choice of law courses provides Bentley undergraduates with the necessary knowledge to function as ethically responsible business leaders in an ever-expanding complex business technology environment.

## LAW

**LA 701 BUSINESS LAW**

*(3 credit)*

Deals with the laws pertaining to business associations, such as partnerships (limited and general), corporations, limited liability companies, partnerships, and limited partnerships, franchises and joint ventures. Topics include the law of contracts and agency as they relate to business associations. Discussion also focuses on the international applications of these laws. Students develop a comprehensive working knowledge of the Uniform Commercial Code as it relates to the law of sales, commercial paper (including the impact on the law of banking) and secured transactions. Leading case decisions as well as statutory law such as the Uniform Partnership Act, Uniform Limited Partnership Act, and the Uniform Commercial Code are examined.

**LA 715 INTERNATIONAL BUSINESS LAW**

*(3 credit)*

Examines the impact of law on international business transactions. Readings and discussions focus on four areas: the general international legal environment (including litigation and dispute settlement), the international sales transaction, trade law, and regulation in the international marketplace. The three basic forms of doing business (trade, licensing and investment) are analyzed in an international context. Comparisons in national legal environments are noted. Legal and business cases are used for class discussions.

**LA 720 LAW AND ETHICS**

*(3 credit)*

Today managers are expected to make decisions that comply with legal principles and ethical theories. This course is designed to increase manager awareness of legal and regulatory controls that impact their business dealings with government agencies, consumers, employees, competitors, investors, and the general public. Using a review of court cases, business case examples, and ethical readings, the course will help managers to identify and deal with major legal issues, to avoid potential legal liability, and to maintain ethical integrity in a competitive global marketplace. Topics will include applied ethics, business torts and crimes, consumer protection, product liability, equal employment opportunity, securities regulation, and antitrust law.

**LA 725 CYBERLAW**

*(3 credit)*

Electronic commerce has changed the laws relative to doing business in the online environment. This course will discuss and explain the latest cyberlaws that have developed by court decision, federal statutes and administrative rulings. Its major focus will be on such legal topics as online privacy policies relative to company e-mail, database information, and business computer use. Trademarks and copyright online protection will be discussed, including the new Federal Trademark Dilution Act and its protection against domain name infringements. Taxation on online sales and transactions and the Internet Tax Freedom Act will be explained and discussed. Defamation of character on a company bulletin board service will be discussed as well as other legal issues relative to a commercial web site. The course will analyze a number of web sites from a legal perspective to include the liability of the Internet service provider, the web site vendor, third-party subscribers, and end-user consumers

**LA 730 REAL ESTATE LAW**

*(3 credit)*

This course will discuss and explain the latest trends in real estate law applicable to the management and development of real estate. It will examine the legal and ethical issues confronted by the manager/developer of small residential projects as well as large commercial projects. Students with no previous experience in real estate law will study basic principles and then expand that study to see how these principles impact the constantly changing real estate world. Topics to be explored include: residential and commercial leasing, security deposit issues, zoning law, environmental issues, and historic and green space issues facing the modern day developer. We will also take a look at condominium conversion including its impact on the residential leasing market and how best to mesh the two potentially competing interests.

## Management

**ES 600 ENTREPRENEURIAL THINKING**

*(3 credit)*

Focuses on all aspects of starting a business: selecting promising ideas, initiating new ventures and obtaining initial financing. Concentrates on how ventures are begun, how venture ideas and other key ingredients for start-ups are derived, and how to evaluate new venture proposals. Explores business plan development and legal and tax considerations.

**ES 601 PLANNING AND FINANCING NEW VENTURES**

*(3 credit)*

Pre or Corequisite(s):

ES 600

Covers a broad range of planning and financing activities that occur throughout the life of an entrepreneurial venture. Students gain "real-world" experience in identifying a product and/or service based on their understanding of potential customers' needs and wants, selecting a flexible, low-cost business model to deliver those products and/or services, determining the financial and relationship currencies needed, and detailing the myriad actions and decisions required to transform their vision into reality. Students also focus on the issues related to bootstrapping an entrepreneurial venture by exploring the basics of attracting startup and growth capital, valuing a company and going public.

**ES 701 ENTREPRENEURSHIP PRACTICUM**

*(3 credit)*

Prerequisite(s):

ES 600

Enables students to gain new insights and develop their intuitive entrepreneurial perspective and thinking by practicing what they have learned. Working in the field, students can either work as an intern with an entrepreneur in a start-up business, or participate in consulting teams that assist entrepreneurs with specific projects. All projects are under the guidance of a faculty member.

**ES 702 RESEARCH ON THE ENTREPRENEURIAL PROCESS**

*(3 credit)*

Prerequisite(s):

ES 600

Allows students to develop specialized knowledge on the entrepreneurial process by structuring and completing a faculty-supervised research project. The specific area of investigation is proposed in writing by the student to a faculty supervisor and must be approved by the supervisor and program director. Students demonstrate research skills and technical competence through the presentation of a written report outlining the nature and significance of the project chosen and the resulting conclusions.

**IB 701 INTERNSHIP IN INTERNATIONAL BUSINESS**

*(3 credit)*

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**MG 590 INTERNSHIP IN MANAGEMENT**

*(1 credit)*

A 1-credit field-based educational experience for Bentley students with the opportunity to (1) observe management practices, (2) apply and test hands-on the organizational concepts and methods learned in classes, (3) develop leadership skills, (4) test aptitude and personal preferences for various career directions, and (5) establish a basis for future professional employment. This Internship option is available to Bentley graduate students. Students must work a minimum of 200 hours at an organization suitable for the individual student's field learning experience, and complete specific requirements during their Internship, demonstrating the ability to apply and integrate business/management knowledge, in order to receive academic credit. A student is limited to doing one such 1-credit internship before degree completion.

**MG 620 BUSINESS OF BIOTECHNOLOGY**

*(3 credit)*

Integrates science and business in studying the biopharmaceutical industry as a model for innovative business practices in high-technology, R&D-dependent companies and industries. Business development in this industry is analyzed from the standpoint of management, market and financing strategies. No prior science background is required as the emphasis is on the application of the science to the commercial, market-driven side of the industry. Small groups of students will be given a business plan detailing the developmental history and proposed plan for the commercial development of a new product or technology.

**MG 630 INTERPERSONAL BEHAVIOR IN MANAGEMENT**

*(3 credit)*

Develops a conceptual foundation in the theory of interpersonal dynamics. Considers such topics as perception, personality, attitudes and interpersonal communication. Applies these models of interpersonal behavior to managerial and organizational issues. Enhances interpersonal competence, especially listening and assertiveness skills.

**MG 632 MANAGING EFFECTIVE WORK TEAMS**

*(3 credit)*

An increasing number of organizations use work teams to accomplish their objectives. Unfortunately, many organizational teams are not particularly effective. This course is designed to help students manage and work effectively in teams and groups. You will develop a greater understanding of task group dynamics, of your own behavior in teams, and of team management skills. The course is highly experiential and involves working in class teams on graded and non-graded assignments. These assignments include team presentations and written and oral analysis.

**MG 635 NEGOTIATING**

*(3 credit)*

Explores the theory and practice of negotiating, with an emphasis on bargaining within an organizational context. Develops both a knowledge of bargaining concepts and models and the skill to apply this knowledge in real-life negotiating situations. Uses simulations to increase involvement and to deepen understanding of negotiating principles.

**MG 640 MANAGING COLLABORATIVE RELATIONSHIPS**

*(3 credit)*

This course is rooted in relationship business, an emerging discipline that enables individuals and companies to effectively identify, measure and manage relationship-based sources of value for strategic benefit and financial gain. Students gain the mindset, skills and tools required to build purposeful, mutually beneficial strategic relationships. The course is oriented around current real-world experiences, through which students learn to 1) measure and manage all forms of value to enhance performance and profitability, 2) correlate non-financial input of individuals to bottom-line financial outcomes for the organization, and 3) form win-win strategic relationships and collaborate effectively with all stakeholders.

**MG 645 MANAGING ORGANIZATIONAL CHANGE**

*(3 credit)*

Views change as an adaptive process that can affect organizational structure, design and technology, as well as group and interpersonal processes. Devotes attention to such consulting skills as assessing the need for change, developing intervention strategies, understanding and managing resistance, and assessing the impact of various changes on the organization.

**MG 646 MANAGEMENT OF TECHNOLOGY**

*(3 credit)*

Discusses the concepts, tools and best-in-class practices for managing effectively in technology-based businesses. Examines contemporary organizational systems and processes. Suggests techniques for dealing with: fuzzy deliverables, risk, uncertainty and change; managing technology transfer; gaining cross-functional commitment; and leading self-directed teams. Lectures, case studies and group discussions are combined to prepare students for leadership positions in today's technology-based organizations.

**MG 647 CONTEMPORARY PRACTICES OF MANAGING EFFECTIVELY IN TECHNOLOGY-BASED BUSINESS ENVIRONMENTS**

*(3 credit)*

This one-week intensive course uses a combination of expert-led classroom discussions and plant visits to examine the challenges and best practices of managing in today's complex technology-based multinational business environment. Company visits, case studies and dialogue with senior managers and scholars provides the setting for studying contemporary organizational systems, processes and practices at the intersection of project, product and technology management. Stimulates critical thinking and insight into contemporary management issues such as virtual team leadership, strategic alignment of operations, open innovation, accelerating developments, integrating projects and technology across multinational lines, dealing with risk, uncertainty, change and conflict, collaboration, cross-functional commitment, and leading without formal authority. As a partnership program of Bentley and the University of São Paulo, the course is open to graduate students from both universities.

**MG 651 PROJECT MANAGEMENT**

*(3 credit)*

Presents the specific concepts, systems and techniques for managing projects effectively. Leads the student through a complete project life cycle, from requirements analysis and project definition to start-up, reviews and phase-out. The role of the project manager as team leader is examined together with important techniques for controlling project costs, schedules and performance. Lectures, case studies and group discussions are combined to develop skills needed by project managers in today's environment.

**MG 652 MANAGEMENT OF INNOVATION**

*(3 credit)*

Considers common characteristics of all forms of the innovation process: both generating and adopting new technologies, products and services, and organizational forms. Managerial techniques for stimulating and control scriptive and prescriptive readings and cases. Emphasizing the systems aspects of innovation, its organizational and social implications are also explored.

**MG 656 MANAGING HUMAN RESOURCES IN A CUSTOMER-FOCUSED ENVIRONMENT**

*(3 credit)*

Note: Not open to those who have taken MG 641

Every organization, be it private or public, for profit or not-for-profit, spends considerable time, effort, and money training supervisors and managers how to be effective managers of employees in a customer-focused environment where the emphasis is on understanding and satisfying the needs of the customer. While each organization has some unique practices, requirements, and contexts to learn, most of the basic management theories and practices are applicable to all organizations. As all organizations have customers in one form or another, they can all be considered to need a customer focused environment. Basic principles of interpersonal relations, legal compliance, financial accountability and customer focused organizational culture and behaviors are the foundation for how managers do their work.
This course provides and understanding of assessing, managing, motivating and rewarding employees so that managers can be more effective in a customer-focused culture.

**MG 661 INTERNATIONAL MANAGEMENT BEHAVIOR**

*(3 credit)*

This course contributes to the development of knowledge and skills needed to manage effectively in international environments and/or to work effectively with people from other cultures. Students will develop an awareness of the pervasive and hidden influence of culture on behavior, particularly with respect to management and management practices; become familiar with the types of situations and issues which managers often confront when working internationally; and gain an appreciation for the impact on personal behavior of living and working in another culture. This course is concerned with understanding differences in behavior which stem from diverse national cultures and developing tools for effectively managing those differences. The readings, cases and exercises have been chosen to focus students' attention on effective international behavior - their own as well as that of others.

**MG 670 MANAGING IN A DIVERSE WORKPLACE**

*(3 credit)*

Addresses the knowledge, skills and attitudes managers need to fully employ all the resources of the increasingly diverse work force emerging in the United States today. Examines in depth the dynamics of gender and race in the workplace, in the context of exploring how people who are different from each other can work together effectively. Investigates the impact of diversity on individuals, groups and the organization as a whole.

**MG 671 MANAGEMENT OF THE TRANSNATIONAL CORPORATION**

*(3 credit)*

This course focuses on the management challenges associated with developing strategies and managing the operations of companies whose activities encompass more than one nation. The course analyzes the internationalization process in small, medium and large corporations, compares and contrasts different internationalization strategies, examines managing political risk and ethical issues in international business, and studies functional management of the transnational corporation (e.g., financial management, marketing management and human resource management).

**MG 701 INTERNSHIP IN MANAGEMENT**

*(3 credit)*

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**MG 704 MANAGEMENT CONSULTING SKILLS**

*(3 credit)*

Teaches the fundamentals of management consulting. Students learn the basics of internal and career consulting as well as how to be good consumers of consulting services. Topics include the consulting process; project, team and client management; the ethics of consulting; careers in consulting; and issues surrounding the use of consultants. Exploring the nature of consulting from the vantage points of both consultant and client, the course is designed for graduate students who may be interested in a consulting career, find themselves serving as an internal consultant, do occasional consulting outside their primary job, or need to hire or work with external consultants. Seeks to produce savvy consumers of consulting services in addition to enhancing the skills needed for management consulting.



**MG 705 FIELD PROJECT IN CHANGE MANAGEMENT**

*(3 credit)*

Prerequisite(s):

MG 645 or MG 704
Offers a field-based, hands-on opportunity for students to be involved with an ongoing change management or consulting project. Working individually or in teams, students actively participate in a change initiative or consulting engagement. The project can focus on the implementation of the final change project identified in MG 645 Managing Organizational Change, or any other opportunity that students can develop. Upon request, the director of field-based learning will provide leads for project sites.

**MG 719 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY**

*(3 credit)*

Focuses in different semesters on different topics related to the management of technology. Examples of the themes that might be included are: emerging new technologies, concurrent engineering, managing the R&D function, the impact of technology on jobs and workers, and accelerating product developments.

**MG 755 SPECIAL TOPICS IN MANAGEMENT**

*(3 credit)*

Focuses on a different management theme in each semester. Currently planned themes are managing corporate alliances, managing with influence, implementing ethics in organizations, issues in leadership, and managing effective work teams.

**MG 825 MOT FIELD RESEARCH PROJECT**

*(3 credit)*

Provides students with an opportunity to prepare and present an integrated technology-focused field research project using the concepts, topics and methods learned during the program. Emphasis is on the full development, analysis and proposed resolution of an ongoing technological issue or concern of prime importance to an organization selected by the student. A faculty adviser works with each student and business site to provide support and evaluation.

**OM 661 OPERATIONS STRATEGY**

*(3 credit)*

Focuses on the development and implementation of production/operations strategy and the integration of this strategy with the corporate, business and other functional strategies of both manufacturing- and service-oriented organizations. Topics include decisions involving plant location and capacity, vertical integration, organizational design for operations, systems design, facilities management, productivity management, and implementation of operations strategy.

**OM 701 INTERNSHIP IN OPERATIONS MANAGEMENT**

*(3 credit)*

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**OM 790 SPECIAL PROJECTS IN OPERATIONS MANAGEMENT**

*(3 credit)*

Prerequisite(s):

Departmental approval.

In-depth exploration of selected issues and problems in operations management. Specific topics developed based on student and faculty interests.

**SFM 653 SERVICE FOCUSED MANAGEMENT**

*(3 credit)*

Note: Not open to those who have taken OM 730

Every organization has customers, be they called clients, patients, guests, passengers, students, and even customers. How these firms interact with their customers is a major factor in their long term success. In today's highly competitive environment, those firms that take a service-driven, customer-centric perspective will prosperwhile those that don't will fail and go out of business when customers take their business elsewhere. The successful design and implementation of the service delivery process requires a trans-disciplinary approach to be not only effective in satisfying customer requirements but also efficient in minimizing costs. The disciplines involved in the design and execution of the service delivery process include operations, marketing, human resource management and information technology. This course introduces a framework for integrating these functional areas in the service delivery process, showing how each adds value from the customer's perspective.

**SFM 654 MANAGING QUALITY IN SERVICE**

*(3 credit)*

Note: Not open to those who have taken OM 750

In the United States, the service sector now accounts for more than 80% of the nation's economy, and that proportion continues to increase. In addition, many manufacturing companies are now recognizing that they can obtain a competitive advantage in the marketplace with their products by providing their customers with outstanding service. The unique characteristics of services, including intangibility, the direct interaction of the customer in the service process, simultaneous production and consumption, heterogeneity of demand, and labor intensity, create unique challenges for service managers in the management and control of quality. This course examines these unique challenges and addresses the application of modern quality management theory, methods, and tools to service industries.

## Marketing

**MK 612 STRATEGIC MARKETING**

*(3 credit)*

Prerequisite(s):

GR523 or Co-Requisite with Instructor Permission

Advanced applications course dealing with formulation of marketing strategies, evaluation of alternatives and implementation of marketing programs. Examines segmentation, positioning and marketing mix issues as a part of strategic marketing planning. Also includes discussion of specific marketing management problems in a variety of situations involving consumer and industrial products and services in profit and nonprofit institutions.

**MK 701 INTERNSHIP IN MARKETING PRACTICE**

*(3 credit)*

Prerequisite(s):

Six hours of Marketing (MK) courses at the 600-level or higher and internship coordinator approval

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**MK 711 MARKETING RESEARCH AND ANALYSIS**

*(3 credit)*

Prerequisite(s):

GR521 (or PPF 501) and GR523 (or PF 506) or Co-Requisite with Instructor Permission

Focuses on the development of questionnaires and other vehicles for collecting marketing data, the methodology for analyzing these data (with the use of sophisticated statistical software), and reaching conclusions based on the analyses. Real-world questionnaires and real-world data are utilized.

**MK 712 CONSUMER AND BUYER BEHAVIOR**

*(3 credit)*

Prerequisite(s):

GR523(or PF506)

Studies the purchase decision for individual consumers and industrial users. Examines various models of buyer behavior. Explores motivations, influences and roles played in purchasing products and services.

**MK 713 MARKETING PROMOTION AND COMMUNICATION**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Examines marketing promotions from a communication standpoint. Discusses advertising, sales promotion, personal selling and publicity as components of the promotional program of an enterprise, including profit and nonprofit institutions marketing products and/or services. Emphasizes the planning, design and implementation of advertising campaigns.

**MK 714 MARKETING CHANNELS AND LOGISTICS**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Examines the institutions involved in the marketing of products and services and the physical distribution systems for delivery of these products. Explores the interrelationships between manufacturers, wholesalers and retailers, and focuses on issues of cooperation, conflict, coordination and control, and power relationships in channels. Overall, the course looks at distribution systems from a managerial viewpoint. It employs systems and behavioral approaches to study strategic distribution choices and management of interorganizational relationships.

**MK 715 NEW PRODUCTS: PLANNING, DEVELOPING AND MARKETING**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Considers the role of new products in the survival and growth strategies of organizations. Focuses on the major problems firms encounter in directing and managing their product development and marketing activities. Examines the development process from conception of ideas to commercial introduction, and the marketing life cycle from introduction to deletion of products.

**MK 716 INTERNATIONAL MARKETING**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Focuses on the decision-making process in marketing products and services across national boundaries. Examines the design and modification of marketing strategies; identifies potential markets; and considers product, promotion, price and distribution decisions within the constraints of a particular cultural, economic and political setting. Studies challenges facing multinational enterprises as well as smaller firms marketing internationally.

**MK 718 MARKETING OF SERVICES**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Emphasis is placed on developing an understanding of marketing principles that are generic to the entire service sector rather than just to selected service industries. New marketing approaches uniquely applicable to services are considered as well as the reformulation of traditional marketing principles from consumer and industrial goods marketing. Marketing strategies of a variety of service firms from many service industries are evaluated.

**MK 725 E-MARKETING**

*(3 credit)*

GR523 (or PF 506)

Builds critical skills for individuals who will practice the art and science of Internet marketing in the future. Covers the important frameworks, principles and contexts in this domain that are likely to endure, for example, auctions, customer relationship management, privacy, the communication e-mix, and channel adaptation and coordination.

**MK 726 CUSTOMER DATA ANALYSIS AND RELATIONSHIP MARKETING**

*(3 credit)*

Prerequisite(s):

GR523 (or PF 506)

Focuses on the analysis of customer data as the primary input to developing strategies for relationship marketing. Examines customer acquisition and retention, segmentation, customer loyalty, lifetime-value analysis of the customer, and direct-response modeling - all as part of customer relationship marketing strategy. Hands-on experience in data analysis receives heavy emphasis.

**MK 755 SPECIAL TOPICS IN MARKETING**

*(3 credit)*

Prerequisite(s):

Varies each semester with topic

Focuses on the design, development and execution of a marketing project on a marketing plan. Studies management issues in implementing marketing plans and activities. Examines how specific projects related to an organization's overall marketing strategy and the resources needed to implement such activities. Discusses criteria used to measure effectiveness of specific marketing activities.

**MK 758 ENHANCING CREATIVITY**

*(3 credit)*

This class will focus on the nature of creativity and the creative process. We will discuss several definitions and theories of creativity, and apply these theories to enhance your own creativity. Several techniques will help you to recognize and remove barriers to creative thinking. We will apply these techniques to develop creative approaches to business and marketing cases and your own business and academic problems. While the focus of the class is on individual creativity, we will also discuss the pros and cons of team creativity and apply techniques to improve team efforts. Organizational creativity and implementing creative solutions will also be covered.

## Mathematical Sciences

**MA 610 OPTIMIZATION AND SIMULATION FOR BUSINESS DECISIONS**

*(3 credit)*

Prerequisite(s):

GR521

Optimization and simulation methods are being used as effective tools in many environments that involve decision making. This is a course that covers classical and modern optimization techniques used today in a business environment. Specifically, the focus will be on linear and nonlinear programming techniques with applications, as well as elective topics selected from game theory, agent based modeling and modern simulation and optimization techniques. Examples of application areas of optimization include portfolio selection in finance, airline crew scheduling in transportation industry, resource allocation in health care industry, minimizing the cost of an advertising campaign in marketing.

**MA 611 TIME SERIES ANALYSIS**

*(3 credit)*

Prerequisite(s):

ST625

Examines methods for analyzing time series. In many data modeling situations, observations are collected at different points in time and are correlated. Such time series data cannot typically be modeled using traditional regression analysis methods. This course provides a survey of various time series modeling approaches including regression, smoothing and decomposition models, Box-Jenkins analysis and its extensions and other modeling techniques commonly used , such as quantile estimation and value at risk. Makes use of statistical packages such as SAS, JMP, R andor SPSS.

**MA 710 DATA MINING**

*(3 credit))*

Prerequisite(s):

ST 635

This course will introduce participants to the most recent data mining techniques, with an emphasis on: 1. getting a general understanding of how the method works, 2. understanding how to perform the analysis using suitable available software, 3. understanding how to interpret the results in a business research context, and 4. developing the capacity to critically read published research articles which make use of the technique. Contents may vary according to the interest of participants.

**ST 625 QUANTITATIVE ANALYSIS FOR BUSINESS**

*(3 credit)*

Prerequisite(s):

GR 521 or PPF501

Provides students with an in depth coverage of simple and multiple linear regression methods and, as time permits, an introduction to the analysis of time series data. Simple and multiple linear regression techniques are covered including the use of transformations such as squares and logarithms, the modeling of interactions, and how to handle problems resulting from heteroscedasticy

and multicollinearity . Issues surrounding outlying and influential observations are also covered. The art and science of model building are demonstrated with the help of cases. Autocorrelation is then considered, and an introduction to the ARIMA modeling of times series is provided. Makes use of statistical packages such as SAS, JMP, R or SPSS.

**ST 635 INTERMEDIATE STATISTICAL MODELING FOR BUSINESS**

*(3 credit)*

Prerequisite(s):

ST 625 or Instructor Permission

Focuses on statistical modeling situations dependent on multiple variables, as commonly found in many business applications. Typical topics covered are logistic regression, cluster analysis, factor analysis, decision trees, and other multivariate topics as time permits. Applications of these methodologies range from market analytics (e.g. direct mail response and customer segmentation) to finance and health informatics. A central objective of the course is for participants to be able to determine the appropriate multivariate methodology based on the research objectives and available data, carry out the analysis and interpret the results. Makes use of statistical packages such as SAS, JMP, R or SPSS, along with more specialized software.

**ST 701 INTERNSHIP IN BUSINESS DATA ANALYSIS**

*(3 credit)*

Prerequisite(s):

ST635

Provides an opportunity for students to apply quantitative and data analysis skills in a live employment environment, serving as a quantitative analyst. With help from the internship coordinator, students identify a suitable internship and meet regularly with the internship coordinator. Students prepare a paper that discusses the internship experience and demonstrates at least one specific case analyzed during the internship period. The course can be used either as a Business Analytics concentration elective with permission of the Business Analytics coordinator or as a distribution elective.

## Operations Management

**OM 661 OPERATIONS STRATEGY**

*(3 credit)*

Focuses on the development and implementation of production/operations strategy and the integration of this strategy with the corporate, business and other functional strategies of both manufacturing- and service-oriented organizations. Topics include decisions involving plant location and capacity, vertical integration, organizational design for operations, systems design, facilities management, productivity management, and implementation of operations strategy.

**OM 701 INTERNSHIP IN OPERATIONS MANAGEMENT**

*(3 credit)*

Affords students the opportunity to enhance self-realization and direction by integrating classroom study with experience in vocational learning situations. Requires development of a study plan to identify the student's professional goals and to demonstrate how these goals can be enhanced through an internship experience. Includes regular meetings in which students discuss issues and business problems related to their work experience, and defend proposed solutions before fellow students and the internship coordinator.

**OM 790 SPECIAL PROJECTS IN OPERATIONS MANAGEMENT**

*(3 credit)*

Prerequisite(s):

Departmental approval.

In-depth exploration of selected issues and problems in operations management. Specific topics developed based on student and faculty interests.

## Service Focused Management

**SFM 653 SERVICE FOCUSED MANAGEMENT**

*(3 credit)*

Note: Not open to those who have taken OM 730

Every organization has customers, be they called clients, patients, guests, passengers, students, and even customers. How these firms interact with their customers is a major factor in their long term success. In today's highly competitive environment, those firms that take a service-driven, customer-centric perspective will prosperwhile those that don't will fail and go out of business when customers take their business elsewhere. The successful design and implementation of the service delivery process requires a trans-disciplinary approach to be not only effective in satisfying customer requirements but also efficient in minimizing costs. The disciplines involved in the design and execution of the service delivery process include operations, marketing, human resource management and information technology. This course introduces a framework for integrating these functional areas in the service delivery process, showing how each adds value from the customer's perspective.

**SFM 654 MANAGING QUALITY IN SERVICE**

*(3 credit)*

Note: Not open to those who have taken OM 750

In the United States, the service sector now accounts for more than 80% of the nation's economy, and that proportion continues to increase. In addition, many manufacturing companies are now recognizing that they can obtain a competitive advantage in the marketplace with their products by providing their customers with outstanding service. The unique characteristics of services, including intangibility, the direct interaction of the customer in the service process, simultaneous production and consumption, heterogeneity of demand, and labor intensity, create unique challenges for service managers in the management and control of quality. This course examines these unique challenges and addresses the application of modern quality management theory, methods, and tools to service industries.

## Statistics

**ST 625 QUANTITATIVE ANALYSIS FOR BUSINESS**

*(3 credit)*

Prerequisite(s):

GR 521 or PPF501

Provides students with an in depth coverage of simple and multiple linear regression methods and, as time permits, an introduction to the analysis of time series data. Simple and multiple linear regression techniques are covered including the use of transformations such as squares and logarithms, the modeling of interactions, and how to handle problems resulting from heteroscedasticy and multicollinearity . Issues surrounding outlying and influential observations are also covered. The art and science of model building are demonstrated with the help of cases. Autocorrelation is then considered, and an introduction to the ARIMA modeling of times series is provided. Makes use of statistical packages such as SAS, JMP, R or SPSS.

**ST 635 INTERMEDIATE STATISTICAL MODELING FOR BUSINESS**

*(3 credit)*

Prerequisite(s):

ST 625 or Instructor Permission

Focuses on statistical modeling situations dependent on multiple variables, as commonly found in many business applications. Typical topics covered are logistic regression, cluster analysis, factor analysis, decision trees, and other multivariate topics as time permits. Applications of these methodologies range from market analytics (e.g. direct mail response and customer segmentation) to finance and health informatics. A central objective of the course is for participants to be able to determine the appropriate multivariate methodology based on the research objectives and available data, carry out the analysis and interpret the results. Makes use of statistical packages such as SAS, JMP, R or SPSS, along with more specialized software.

**ST 701 INTERNSHIP IN BUSINESS DATA ANALYSIS**

*(3 credit)*

Prerequisite(s):

ST635

Provides an opportunity for students to apply quantitative and data analysis skills in a live employment environment, serving as a quantitative analyst. With help from the internship coordinator, students identify a suitable internship and meet regularly with the internship coordinator. Students prepare a paper that discusses the internship experience and demonstrates at least one specific case analyzed during the internship period. The course can be used either as a Business Analytics concentration elective with permission of the Business Analytics coordinator or as a distribution elective.

## Taxation

**TX 590 INTERNSHIP IN TAX PRACTICE**

*(1 credit)*

Prerequisite(s):

Six hours of tax (TX) courses at the 600 level or higher

A 1-credit field-based educational experience for Bentley students with the opportunity to (1) observe professional practices in taxation, (2) apply hands-on taxation knowledge learned in classes, (3) develop professional skills, (4) test aptitude and personal preferences for various career directions, and (5) establish a basis for future professional employment. This Internship option is available to Bentley graduate students. Students must work a minimum of 15 hours per week for a minimum of ten weeks at an organization and position suitable for the individual student's field learning experience and complete specific requirements during their Internship. A student is limited to doing one such 1-credit internship before degree completion.

#### TX 600 PROFESSIONAL TAX PRACTICE

*(3 credit)*

Note: Recommended to be taken as one of the first courses in the MST program

Covers the development and implementation of tax strategies. Encompasses the application of alternative tax laws to a variety of fact situations. Applies an integrated approach to develop solutions that consider the numerous aspects of wealth maximization. Emphasizing the use of case studies, the course introduces theories and methods of tax research and analysis that include research tools, techniques, and quantitative methods. Students use the college's specialized information technology resources, such as the Accounting Center for Electronic Learning and Business Measurement and the Trading Room as well as public domain and proprietary tax databases. Examines the role and regulation of the tax practitioner and representation of taxpayers before the IRS. Other topics include ethical responsibilities, IRS examination of returns, statutes of limitations, and tax practice strategies and techniques. Promotes teamwork, and emphasizes written and oral presentations.

#### TX 601 FEDERAL TAXATION OF INCOME

*(3 credit)*

Note: Not open to students who have completed AC 750

Studies federal tax law as it applies to individuals. Emphasizes the determination of gross income, deductions and credits as well as identity of the taxable person, tax accounting and timing principles. Introduces the tax treatment of individuals as owners of pass-through entities. Involves an in-depth analysis of the applicable tax statutes, regulations, rulings and leading court cases. Students gain an awareness of the history and tax policy considerations behind various Internal Revenue Code provisions.

#### TX 602 TRANSACTIONS

*(3 credit)*

Deals with property transactions (tangible and intangible) and the ultimate tax consequences. Analyzes transactions to explore the significance of realization and recognition concepts and the characterization of gains and losses. Covers dispositions of property used in a trade or business, and held for personal use or investment, as well as deferred payment transactions. Introduces structuring the reorganization or sale of entire business units in mergers and acquisitions. Examines Internal Revenue Code provisions and selected issues that relate to determining basis, holding period, loss (active and passive) and attribute carryovers. Reviews transactions with the goal of conducting a thorough analysis, exploration of alternatives, and ultimate structuring to assure the desired result.

#### TX 603 CORPORATIONS AND SHAREHOLDERS

*(3 credit)*

Focuses on tax treatment of events in the life of a corporation, with special emphasis on problems at both the corporate and shareholder levels. Topics include the taxability of associations, partnerships and trusts as corporations; tax considerations in the organization and reorganization of the corporation; dividend distributions; stock redemptions; and complete and partial liquidations.

#### TX 604 MULTI-JURISDICTIONAL TAXATION

*(3 credit)*

Addresses the increased importance of international, multistate, and e-business taxation in today's global environment. Introduces students to the principles guiding nexus, geographic allocation of income, and avoidance of double taxation. Develops an understanding of the U.S. tax rules that may apply to income involving the U.S. and another country, and compares these with the multistate tax rules. Deals with the tax implications of business conducted electronically. Students use specialized information technology resources and public domain databases to conduct relevant research. Applies multi-jurisdictional tax principles and rules to real-world case studies.

#### TX 704 FEDERAL TAXATION OF INCOME FROM TRUSTS AND ESTATES

*(3 credit)*

Analyzes taxation of trusts and estates, and their creators and beneficiaries. Examines taxation of simple and complex trusts, for example, grantor trusts, irrevocable trusts and revocable trusts. Topics include trusts distinguished from corporations, distributable net income, fiduciary accounting income, the tier system, capital gains in estates and trusts, termination of estates and trusts, and administrative powers. Considers charitable remainder trusts, pooled income funds and charitable beneficiaries, as well as planning for estate administration. Students also study income in respect of a decedent (IRD), including structural relationships, basis of IRD, relationship of IRD to distribution rules, character of IRD, and deductions.

#### TX 707 PASS-THROUGH ENTITIES AND CLOSELY HELD BUSINESSES

*(3 credit)*

Provides an in-depth study of pass-through entities and problems peculiar to closely held businesses. Emphasizes students' understanding of the tax statutes, court cases and practice techniques related to the concept of "choice of entity," and creates an awareness of the potential consequences of choosing a particular form of entity. Focuses on the practical (and tax practice) aspects of working with and advising clients on such decisions.

#### TX 711 MERGERS AND ACQUISITIONS

*(3 credit)*

Focuses on the formation, acquisition, merger, reorganization, recapitalization and divestiture transactions of business entities. Addresses the topic of planning for transactions with a view toward identifying the approaches that are most efficient and tax free. Examines Internal Revenue Code and judicial requirements that must be satisfied for successful execution of these transactions. Reviews transaction elements (taxable and non-taxable), acceptable consideration, basis, entity attributes and carryovers.

#### TX 731 INVESTMENT COMPANIES AND OTHER FINANCIAL PRODUCTS

*(3 credit)*

Explores the tax treatment of investment companies and financial products. Introduces the major types of investment and their classification for tax purposes. Focuses on mutual funds, exchange-traded funds, unit investment trusts, separately managed accounts, and offshore funds. Analyzes the applicable special tax provisions in light of the economic function and operation of these entities. Also examines the taxation of financial products such as mutual fund shares.

#### TX 732 INTELLECTUAL PROPERTIES

*(3 credit)*

Devotes attention to the tax treatment of the development, purchase, sale and licensing of intellectual properties. Specific areas of interest include computer software, research and development, the research credit, valuation of intellectual properties, amortization of intangibles, licensing, multi-jurisdictional issues, and related-party transactions. Includes an introduction to computer software, patents, trade secrets, know-how, trademarks, trade names and copyrights.

#### TX 733 TAX ASPECTS OF BUYING AND SELLING A BUSINESS

*(3 credit)*

This course will provide a comprehensive review of the tax issues that arise in merger and acquisition transactions. It will explore all the popular mechanisms for transferring a business - from a taxable sale of assets or corporate stock, to tax-free reorganizations, to contingent "earn out" transactions, to transactions involving an employee stock ownership plan ("ESOP"). The course will examine and prepare the optimal strategies for selling a C or S corporation, an LLC (partnership), and a sole proprietorship. It will examine tax strategies such as purchase price allocations under Code 1060; elections under Code 338(g) and 338(h)(10); the complicated planning strategies for an S corporation subject to the Code §1374 "Sting Tax"; the opportunities and risks of a contingent earn-out structure; the circumstances for a tax-free merger; structuring an investment by and/or sale to private equity investors; and creating a market for a company by selling shares through an ESOP.

#### TX 741 TAX ACCOUNTING PROBLEMS

*(3 credit)*

Considers the intricacies of the tax accounting rules and their contrast to financial accounting. Covers a range of topics that include the cash and accrual methods of accounting and the tax consequences of changing from one method to another, inventory identification and valuation, and tax depreciation with a focus on tax accounting and the major differences from financial accounting. Deals with forgiveness of debt, passive loss rules, interest expense and the alternative minimum tax.

#### TX 755 SPECIAL TOPICS SEMINAR IN TAXATION

*(3 credit)*

Prerequisite(s):

Instructor's permission (specific courses may be required for particular topics)

Offers an in-depth exploration of taxation issues and topics developed based on student and faculty interests. Provides an opportunity for students who have specific projects in mind. Students conduct research and write original papers of publishable quality, and make an oral presentation of the research findings to fellow seminar participants at the end of the semester.

#### TX 761 STATE AND LOCAL TAX PRACTICE

*(3 credit)*

Addresses the sources of state and local revenues derived from taxation, including multi-jurisdictional business excise taxes, personal income tax, consumer and transaction taxes, property taxes, and death taxes. Builds on the knowledge base developed in TX 604 Multi-Jurisdictional Taxation. Students examine constitutional restrictions on the jurisdiction to tax; allocation and apportionment of multistate income; state taxation of e-commerce; domicile concepts; and detailed review of administrative provisions related to the audit, assessment, collection and appeal of state and local taxes.

#### TX 771 INTERNATIONAL TAX PRACTICE

*(3 credit)*

Explores international taxation with comprehensive coverage of inbound and outbound U.S. tax issues. Expands the knowledge base developed in TX 604 Multi-Jurisdictional Taxation. Considers the federal government's jurisdiction to tax on the basis of both residence and source of income. Topics covered include taxation of U.S. citizens abroad, individuals and corporations with resident and nonresident alien status, the concept of income effectively connected with U.S. trade or business, taxation of domestic entities doing business abroad, controlled foreign corporations, foreign tax credits, intercompany pricing, and allocation and apportionment of domestic expense. Includes discussion of export incentives such as the Extraterritorial Income Exclusion (successor to Foreign Sales Corporations).

#### TX 781 INTERNSHIP IN TAX PRACTICE

*(3 credit)*

Prerequisite(s):

Six hours of tax (TX) courses at the 600 level or higher

Enables students to enhance their development and direction by integrating prior classroom study with the real-world experience of professional employment. Each student is required to prepare a research paper addressing a contemporary tax issue and a paper assessing the work experience, under the supervision of a faculty adviser.

#### TX 791 PRACTICUM IN LOW-INCOME TAXPAYER CLINIC

*(3 credit)*

Prerequisite(s):

TX 600, TX 601 and instructor's permission

Provides an opportunity for involvement in clinical fieldwork under the supervision of a faculty member. The student prepares and delivers educational workshops to taxpayers, and serves as the primary taxpayer contact in resolving tax controversies. Includes responsibilities to identify, research, resolve and communicate complex tax issues. An additional academic requirement is a tax research paper on a mutually agreed upon topic.

## Governance and Administration

### Members of the President's Cabinet

**Gloria Cordes Larson, BA, JD**
President

**Earl Avery, EdD**
Special Assistant to the President

**Kenneth B. Cody, BSBA, '88 MSF**
Vice President for Administration and Finance/Treasurer/Chief Financial Officer

**Daniel L. Everett, PhD**
Dean of Arts and Sciences

**Judith A. Malone, BA, JD**
General Counsel, Secretary of the Corporation

**Joann C. McKenna, BA**
Vice President for Enrollment Management

**Michael J. Page, BS, MBA, PhD**
Provost and Vice President for Academic Affairs

**David R. Perry, BSBA, MBA**
Chief Marketing Officer

**J. Andrew Shepardson, BA, MEd, PhD**
Vice President for Student Affairs and Dean of Student Affairs

**William A. Torrey, BS, MEd**
Vice President for University Advancement

**Roy A. Wiggins, BA, MS, PhD**
Dean of Business and the McCallum Graduate School

**Amanda King, MEM. LEED AP**
Director of Sustainability and Special Advisor to the President



### Presidents

1917 - 1953
**Harry Clark Bentley**, deceased

1953 - 1961
**Maurice Monroe Lindsay**, deceased

1961 - 1970
**Thomas Lincoln Morison**, deceased

1970 - 1991
**Gregory Harry Adamian**

1991 - 1997
**Joseph Marr Cronin**

1997 - 2005
**Joseph G. Morone**

2007 -
**Gloria Cordes Larson**

### President Emeritus

**Gregory H. Adamian, AB, MPA, JD**

### Vice Presidents Emeritus

**Paul Clemente, MSA, CPA**

**Robert L. Lenington, BS**

**Robert H. Minetti, BA, MEd, PhD**

**Kathleen L. Yorkis, EdD**

### Chairmen of the Board

1948 - 1960
**Albert Brown**, deceased

1960 - 1970
**G. Frank Smith**, deceased

1970 - 1977
**Henry E. Rauch '24**, deceased

1977 - 1982
**Hugh Dysart Jr. '43**, deceased

1982 - 1985
**George E. Phalen '43**, deceased

1985 - 1990
**Richard Gnospelius '65**

1990 - 1994
**Robert F. Smith '53**

1994 - 1998
**Gary A. Jennison '66**

1998 - 2002
**John T. Collins '69**

2002 - 2005
**Elkin B. McCallum '67**

2005 - 2012
**J. Terence Carleton '77**

2012 - Present
**Steven P. Manfredi '73**

## Academic Affairs

**Michael J. Page, PhD**
Provost and Vice President for Academic Affairs

**Roy A. (Chip) Wiggins III, PhD**
Dean of Business and the McCallum Graduate School

**Daniel L. Everett, PhD**
Dean of Arts and Sciences

**Jalila El-Jadidi, MBA**
Director of Academic Affairs, External Relations and Accreditation Services

**Dorothy A. Feldmann, DBA**
Associate Dean for Business

**Juliet F. Gainsborough, PhD**
Associate Dean of Arts and Sciences

**Vicki V. LaFarge, PhD**
Associate Dean for Academic Affairs

**Susan Lalli, BA**
Associate Registrar

**Kimberly McCusker, MBA**
Associate Registrar

**Patricia Rogers, MEd**
Registrar

**Brinda Sood, MBA**
Assistant Director of Academic Affairs, External Relations and Accreditation Services

**George Thompson, PhD**
Assistant Dean/Director Academic Student Services

## Academic Technology Center

**Phillip G. Knutel, PhD**
Chief Information Officer

**Laurie Sutch**
Director, Library and Academic Technology

**Laura Ford**
Technical Coordinator

**Margarita Alicea-Saez, MEd, MBA**
Manager of Operations for Academic Technology, the Library, and Online Learning

**Ruth G. Horwitz, MEd**
Manager of Online Programs

**Fred F. Monshi, BS**
Instructional and Research Infrastructure Manager

**Joe Nezuh, MBA**
Academic and Research Technologist

**Tamara Rabinovich, EdD**
Research and Learning Technologies Consultant

**Steven Salina, BS**
Manager of Instructional and Research Video Technologies

**Mary Jo Sanz, MEd**
Instructional Designer for Online Programs

**Gaurav R. Shah, MBA**
Web Projects Manager

**Maria Skaletsky, MBA**
Research Consultant

**Bayar "Tumen" Tumennasan, PhD**
Senior Research Consultant

**Jason R. Wells, BS**
Senior Instructional and Research Technology Manager

## Education Abroad

**Natalie L. Schlegel, MBA**
Director

**Christine Hollenhorst, MA**
Assistant Director

**Christine W. Lookner, MA**
Associate Director

## Bentley Library

**Laurie Sutch**
Director, Library and Academic Technology

**Hope Houston, MLS**
Associate Director, Library

**Nicholas Albaugh, MLIS**
Reference Librarian

**Margarita Alicea-Saez, MEd, MBA**
Manager of Operations for Academic Technology, the Library, and Online Learning

**Donna Bacchiocchi, MS**
Manager of Technical Services

**Erica Brown, BS**
Evening Circulation Supervisor

**Lisa Curtin, MLS**
Reference Librarian

**Macee Damon, MLS**
Reference/Cataloging Librarian

**Rachel Ford, BS**
Circulation Services and Operations Coordinator

**Amy Galante, BA**
Interlibrary Loan Supervisor / Assistant Manager of Access Services

**Hope Houston, MLS**
Manager of Reference Services

**Anne Jorgensen, BA**
Circulation Coordinator

**Kimberly A. Morin, MLS**
Reference Librarian

**Colleen Mullally, MLS**
Reference Librarian

**Enza Rapatano-O'Connell, BS**
Acquisition/Serials Supervisor

**Kathleen Richards, BS**
Acquisitions/Serials Assistant

**Laurie Sutch, MLIS**
Director of the Library and Academic Technology

**Stephen Tracey, MS**
Assistant Manager of Reference Services

**Matthew Van Sleet, MLS**
Circulation & Reserves Librarian

**Hugh Wilburn, MLS**
Manager of Access Services

## Academic Chairpersons

**Mark Nixon, PhD**
Accountancy Department

**Jay G. Cooprider, PhD**
Computer Information Systems Department

**Patrick A. Scholten, PhD**
Economics Department

**Linda McJannet, PhD**
English and Media Studies Department

**Charles Hadlock, PhD**
Finance Department

**Joni Seager, PhD**
Global Studies Department

**Marc Stern, PhD**
History Department

**Simon Moore, Dphil**
Information Design and Corporate Communication Department

**Alina Chircu, PhD**
Information and Process Management Department

**Marianne Kulow, JD**
Law, Taxation and Financial Planning Department

**Duncan L. Spelman, PhD**
Management Department

**Andrew Aylesworth, PhD**
Marketing Department

**Nathan C. Carter, PhD**
Mathematical Sciences Department

**Jane D. Tchaïcha, PhD**
Modern Languages Department

**Eric A. (Rick) Oches, PhD**
Natural and Applied Sciences Department

**Jeffrey Moriarty, PhD**
Philosophy Department

**Gary C. David, PhD**
Sociology Department

## Program Directors

**David Schwarzkopf**
Master of Business Administration

**William Starner**
Master of Business Administration

**Donna McConville**
Master of Science in Accountancy

**George Hachey**
Master of Science in Finance

**Jack Lynch**
Master of Science in Financial Planning

**William Gribbons**
Master of Science in Human Factors in Information Design

**Wendy Lucas**
Master of Science in Information Technology

**Paul Berger**
Master of Science in Marketing Analytics

**Jack Lynch**
Master of Science in Taxation

## Academic Directors/ Coordinators

**William Albert, PhD**
Director, Design and Usability Center

**Chrishon Blackwell, MS**
Director, English Language and American Culture Institute

**Pamela S. Carpenter, MA**
Director, ESOL Programs

**Cynthia Clark, PhD**
Coordinator, Bentley Alliance for Ethics and Social Responsibility

**Ian Cross, MBA**
Director, Center for Marketing Technology

**Gregory Farber-Mazor, MFA**
Director, Writing Center

**Mark E. Frydenberg, MS**
Director, CIS Lab

**Jeff Gulati, PhD**
Associate Director, Honors Program

**Aaron Jackson, PhD**
Director, Honors Program

**Nancy Lee Harnden, MS**
Director, Mathematics Learning Center

**W. Michael Hoffman, PhD**
Executive Director, Center for Business Ethics

**Yuan Li, MEd**
Manager, Center for Languages and International Collaboration

**Betsy Myers, MPA**
Director, Center for Women and Business

**Arthur Reed, MST**
Director, Accounting Center for Electronic Learning and Business Measurement

**Anna Siomopoulos, PhD**
Associate Director, Valente Center for Arts and Sciences

**John Tommasi, MA**
Director, Economics-Finance Learning Center

**Amy Whittaker, MSF**
Manager, Trading Room

**Mary Wright, MA**
Coordinator, International Graduate Tutorials

**Jonathan White, PhD**
Director, Bentley Service-Learning Center

## Faculty Listings

For a current list of full-time and adjunct faculty by name or by department, please go to:
**https://faculty.bentley.edu/**

## BUILDINGS

B11 ........... Harrington House
B12 ........... Stratton House
B14 ........... Boylston A and B
B15 ........... Rhodes Hall
B16 ........... Collins Hall
B17 ........... Kresge Hall
B18 ........... Forest Hall
B19 ........... Miller Hall
B20 ........... Falcone North
B21 ........... Falcone East
B22 ........... Falcone West
B23 ........... Student Center
B24 ........... Slade Hall
B25 ........... The Trees
B31 ........... Orchard North
B32 ........... The Castle
B33 ........... The Cape
B34 ........... Orchard South
B35 ........... Lewis Hall
B36 ........... Facilities/Receiving
B37 ........... Dana Athletic Center
B38 ........... Dovecote
B39 ........... Copley South
B41 ........... Copley North
B42 ........... Fenway Hall
B45a ......... University Police
B45b ......... Counseling Center
B52/B53 ..... LaCava Center
B54 ........... Bentley Library
B55 ........... Morison Hall
B56 ........... Adamian Academic Center
B57 ........... Smith Academic Technology Center
B58 ........... Lindsay Hall
B59 ........... Jennison Hall
B61 ........... Rauch Administration Center
B63 ........... North Campus Apartments A
B64 ........... North Campus Apartments B
B65 ........... North Campus Apartments C
B66 ........... North Campus Apartments D
B121 ......... President's House

## PARKING

**GENERAL**

L1 ............. LaCava 1
L2 ............. LaCava 2
L3 ............. Rauch
L6 ............. LaCava 3
L7 ............. Morison 7
L8 ............. Morison 8
L9 ............. Morison 9
L10 ........... Morison 10
L20 ........... Athletics 1
L22 ........... Dana 1
L30 ........... Athletics 2
L31 ........... Athletics 3

**RESIDENT**

L11 ........... Miller 1
L12 ........... Miller 2
L16 ........... Trees
L17 ........... Forest
L19 ........... Stratton
L21 ........... Orchard Decks
L44 ........... North Campus A
L45 ........... North Campus B
L46 ........... North Campus C
L47 ........... North Campus D

**FACULTY AND STAFF**

L13 ........... Police
L18 ........... Slade
L23 ........... Dana 2
L26 ........... Harrington
L29 ........... Student Center
L34 ........... Lewis

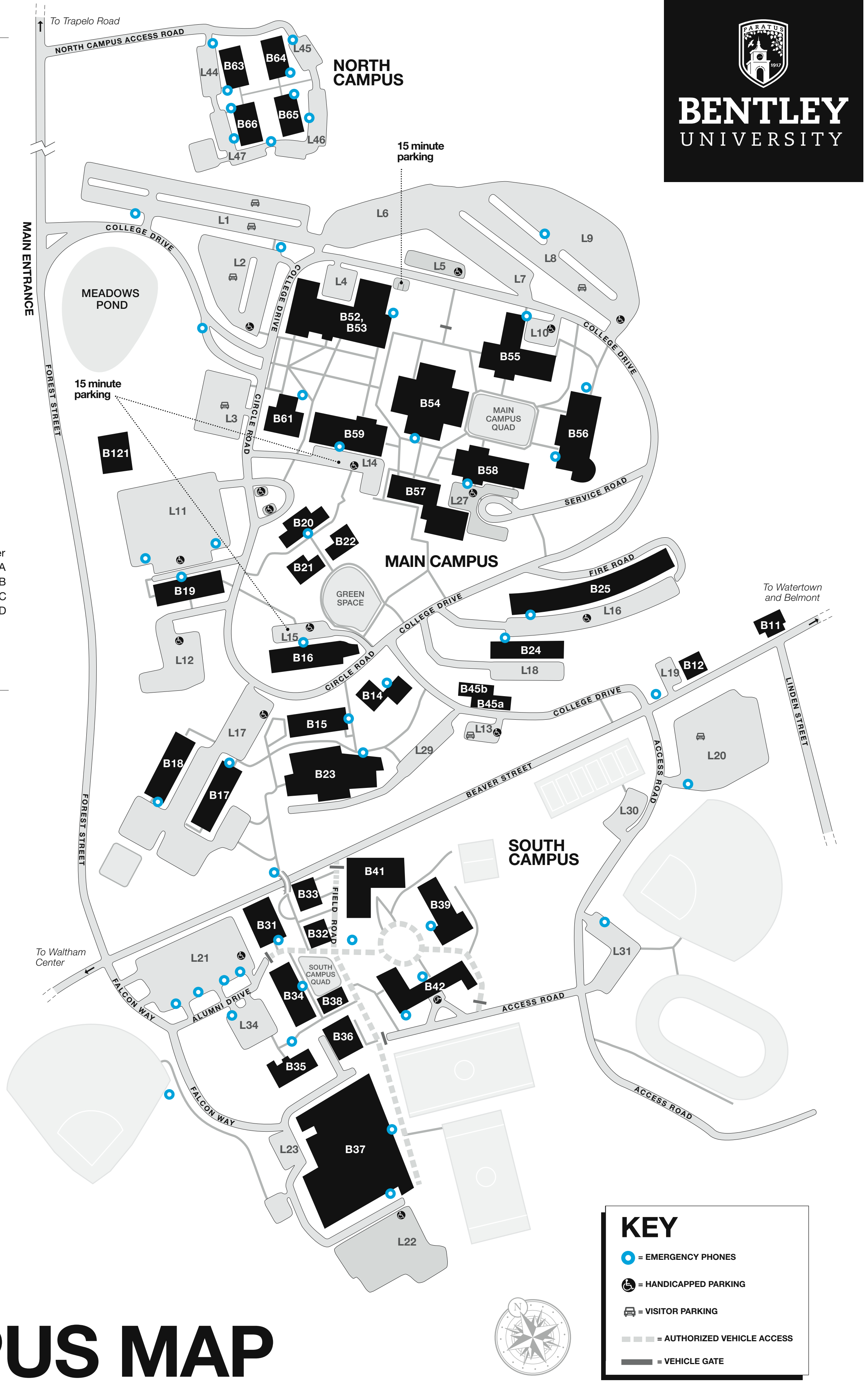
**FACULTY-ONLY PARKING**

L5 ............. Main Campus

**SERVICE AND VENDOR**

L4 ............. LaCava
L14 ........... Jennison
L15 ........... Collins (short term)
L27 ........... Smith

# CAMPUS MAP




## Directions to Bentley

### BY CAR

**Directions to Bentley from points North:**

- Take Route 95/128 South to Trapelo Road, exit 28.
- Turn left at top of exit ramp.
- Follow Trapelo Road 2.6 miles toward Belmont.
- Turn right onto Forest Street.
- One mile on the left is the Bentley entrance.

**Directions to Bentley from points South:**

- Take exit 27A - Totten Pond Road.
- At the end of the ramp, take a right and follow Totten Pond Road for 1.2 miles to the end.
- Take a right onto Lexington Street and go 0.2 miles.
- Then take a left onto Beaver Street; travel 1.5 miles (go around the rotary and continue on).
- Bentley (and the entrance to the upper campus) will be on the left.

**Directions to Bentley from points East:**

- Follow Storrow Drive (west) or Memorial Drive (west) to the end and follow signs toward Arlington.
- Bear left at the sign that reads "To 16 S Watertown/Waltham."
- Follow for 0.6 of a mile and turn right onto Belmont Street after passing the Star Market shopping center on the right.
- Continue on Belmont Street until it intersects with Trapelo Road.
- Bear right onto Trapelo Road and continue for 1.7 miles.
- Take a left at the light and follow the sign that reads "60 Waltham to Rte. 20." This is Waverley Oaks Road (Route 60).
- At the next traffic light, turn right onto Beaver Street.
- Continue on Beaver Street, which intersects the Bentley campus. Turn right onto College Drive, just before the overhead pedestrian bridge.

**Directions to Bentley from points West:**

- Take exit 14 off the Massachusetts Turnpike.
- Follow signs to Route 95/128 North.
- Take Route 95/128 North to Trapelo Road, exit 28A.
- Turn right at the end of the exit ramp.
- Follow 2.6 miles toward Belmont.
- Turn right onto Forest Street.
- Approximately one mile on the left is the Bentley main campus entrance

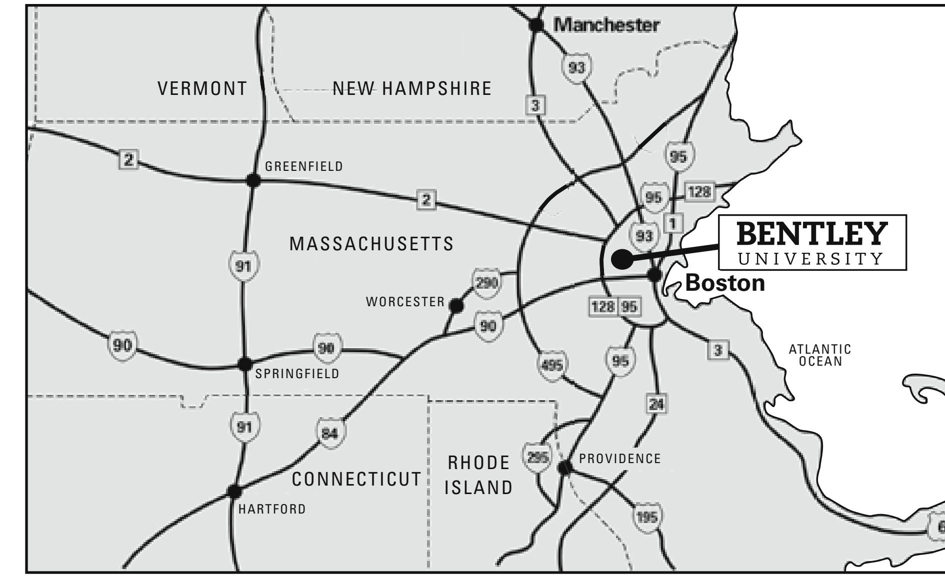
### BY AIR

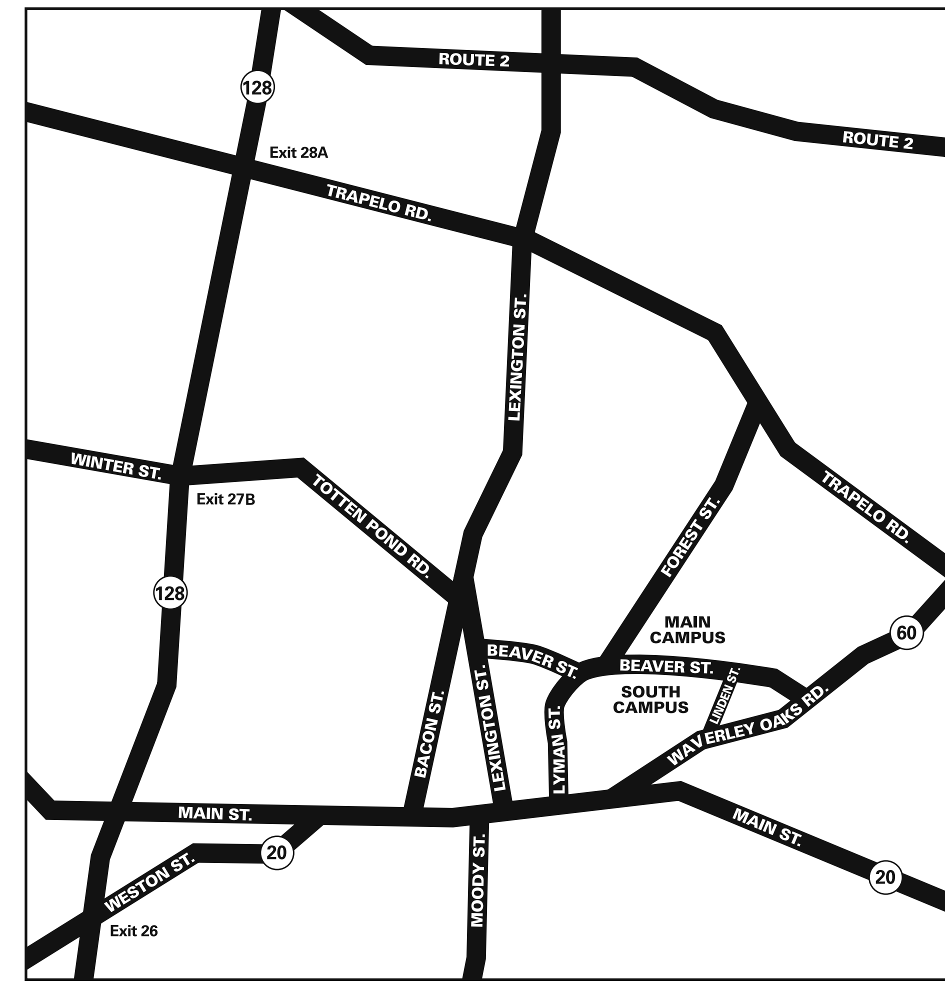
**Taxi Cabs:**

You can take a taxi from Logan Airport. Taxi cabs are located on the lower level of each terminal at all hours (station wagons, handicap accessible and credit card taxis are available upon request). Just tell them that you wish to be taken to Bentley in Waltham. The approximate cost of a taxi from Logan Airport to Bentley is $50.

**Rental Cars:**

See **BY CAR** for directions to Bentley from the airport.




**Public Transportation:**

While it is possible to get to Bentley using public transportation, we recommend taking a taxi. If, however, you're feeling adventurous and would like to take public transportation, follow these directions:

1. Take the free Massport Shuttle Bus (#22 or #33 to the Airport MBTA station. Trains leave the Airport Station every 8 to 12 minutes daily).
2. Take the MBTA Red Line to the Harvard Square stop.
3. From Harvard Square, take the #73 bus and get off at Waverley Square (which is the last stop).
4. Pick up bus #554 and ask the driver to let you off at Bentley. (This bus also runs direct from downtown Boston, with connections in Newton to several other buses. Contact the MBTA for a more detailed schedule.)

## Accreditations

Bentley University undergraduate and graduate business programs are accredited by AACSB International — the Association to Advance Collegiate Schools of Business. As a college of business with AACSB-accredited business programs, Bentley meets or exceeds established standards, as determined by periodic AACSB peer group review. The AACSB quality standards relate to curriculum, faculty resources, admission, degree requirements, library and computer facilities, financial resources and intellectual climate.

Bentley University is accredited by the New England Association of Schools and Colleges Inc., indicating that it meets or exceeds established standards, as determined by a periodic peer group review. As an accredited college, Bentley is judged to have the necessary resources and institutional integrity to achieve its stated purpose through its educational programs. New England Association accreditation applies to Bentley as a whole and provides a reasonable assurance about the quality of opportunities available to its students.

Bentley University is accredited by the European Quality Improvement System (EQUIS), which benchmarks quality in management and business education. EQUIS seeks to advance the mission of the European Foundation for Management Development by raising the global standard of management education. Accredited institutions must meet high measures of quality in all dimensions of their programs and activities and demonstrate a high degree of internationalism. Bentley is one of three business schools in the United States and 141 worldwide to earn EQUIS accreditation.

## University Policies

### Equal Opportunity Statement

Bentley University does not discriminate in admission or access to, or treatment or employment in, any of its educational programs or activities, including scholarships, loans and athletics, on the basis of race, color, sex, marital or parental status, age, national or ethnic origin, religion, handicap or disability. The college complies with Title VI of the Civil Rights Act, Title IX of the Education Amendments, Section 504 of the Rehabilitation Act and Revenue Procedure 75-50 prohibiting such discrimination. Anyone believing that he or she has experienced adverse treatment may register a complaint with the special assistant to the president, Room 308, Rauch Administration Building, Bentley University, 175 Forest Street, Waltham, Massachusetts 02452-4705.

### Sexual, Racial and Religious Harassment

It is the policy of Bentley University to maintain an atmosphere that is free from any form of sexual, racial or religious intolerance, intimidation or exploitation. All students, faculty and staff should be aware that the university is concerned and prepared to take action to prevent harassment of any kind. Individuals who engage in such behavior will be subject to disciplinary action. If you believe you are being harassed, please contact the special assistant to the president in Room 308 of the Rauch Administration Building.

### Notice to Students

Students enrolled in any division or school of the university are responsible for familiarizing themselves with and understanding the implications of all institutional policies, procedures and requirements affecting progress toward their academic goals. These include, but are not limited to, degree and major course requirements, minimum residency and honors requirements and the college's grading and course repeat policies. Students who fail to comply with these policies, procedures and requirements do so at their own risk.

### Family Educational Rights and Privacy Act

According to the Family Education Rights and Privacy Act of 1974 (Buckley Amendment), individual students have the right to review all official records, files and data related to them and the right to challenge the accuracy of the content of such records. Furthermore, the act prohibits colleges and universities from releasing personally identifiable information about students without their written consent. For detailed information regarding a student's rights under this law and the procedures involved in obtaining access to official records, please contact the General Counsel for the University.

Unless otherwise requested by the student, Bentley University may, at its discretion, release to the public student data considered "directory information." If a student desires that directory information not be released, it is his or her responsibility to notify the Registrar's Office in writing. Please note that students do not have the flexibility of choosing to release or not release particular items within "directory information."

Bentley University will not sell or give directory information for commercial purposes to external vendors who are not affiliated with the institution. The college may use all student data for its official operations or for the approved operations of any student organizations or other college-sponsored functions.

Directory information, as defined by the Family Education Rights and Privacy Act of 1974, includes the following information relating to a student: name, address, telephone number, date and place of birth, class, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received and the most recent previous educational agency or institution attended.

### The Student Right-to-Know and Campus Security Act of 1990

Bentley University provides annual statistics concerning "criminal offenses reported to campus security authorities or local police agencies."

### Drug Prevention

In compliance with the Drug-Free Schools and Communities Act, Bentley University maintains a drug prevention program for its students and employees. Complete information concerning this issue can be found in the Student Handbook online at *bentley.edu/shandbook*.

### Smoking Policy

The Massachusetts Clean Indoor Air Act (Massachusetts General Laws, Chapter 270, Sect. 22) requires that smoking be prohibited at private colleges within the commonwealth except in areas designated by the college as smoking areas. Effective January 1, 1992, Bentley became smoke-free; all indoor smoking is prohibited, with the exception of some residence hall areas. More information about this policy is available from the Office of the Dean of Student Affairs.

### Bentley University Policy Amendments

The trustees reserve the right to modify or amend curricula and to change or modify aspects of university operations, as well as the right to increase tuition and other charges, without notice. Policies and regulations may be amended from time to time by action of the responsible bodies.

### Affidavits of Voter Registration Forms

The Massachusetts Mail-In Voter Registration Form for Massachusetts residents is available in the Registrar's Office in the Rauch Building. Students who wish to register in another state may not use this form.

Out-of-state students who wish to vote in their home state must use a mail-in form supplied by the home state or the National Voter Registration Form which may be obtained by writing or calling the Massachusetts Elections Division, One Ashburton Place, Room 1705, Boston, MA 02108; telephone 617.727.2828 or toll free 800.462.8683 (in Massachusetts only).

For more information please visit the following page on the Registrar's website: *bentley.edu/offices/registrar/voter-registration-information*.

### Student Financial Services Billing and Collection Procedures

Student Financial Services is responsible for billing and collecting fees for tuition, housing, meal plans, health insurance, computers and parking violations.

Our goal is to work with students and parents to resolve outstanding balances. We understand that students and their families may experience financial difficulties and it is important for those issues to be communicated to our office at an early stage. Bentley University offers payment plans to assist with the budgeting of education costs. However, those plans are available to students only prior to the due date of their bill.

We urge students and/or parents to contact our office before the due date of their bill to discuss their financial concerns. The earlier the issue is discussed, the more tools we have to resolve the situation.

Bentley University recognizes that some employers may pay college fees on behalf of students/employees. These agreements are made between the student and their employer and are not contractual agreements with the college. We do not bill companies or employers for student tuition unless we receive a purchase order that states the company will pay upon receipt of the Bentley University bill. We are unable to process foreign checks in amounts less than $250.

If a balance is not resolved by the due date, a financial hold will be placed on the account. This financial hold will prevent students from registering for classes, changing their course schedule, participating in the housing lottery and obtaining transcripts. If applicable, the student may also be required to move out of housing.

Accounts with unresolved balances are subject to $100 late payment fees. If the balance remains unpaid, the account will be transferred to the Bentley University Collection Department. If an acceptable payment arrangement cannot be reached, the account will then be assigned to a collection agency. There are several consequences that accompany this action:

1. The account will be reported in default/collection agency status to the credit bureau. This may prevent the student from obtaining credit in the future.
2. The student will be assessed collection fees between 33 and 50 percent and possible legal fees, in addition to the outstanding balance owed to Bentley University.
3. Any future classes that the student takes at Bentley University must be prepaid (in full) via certified funds.

*The information in this catalogue was complete and accurate at the time of publication. The provisions of this catalogue are not to be regarded as an irrevocable contract between the student and the college. The trustees reserve the right to modify or amend curricula and to change or modify aspects of college operations, as well as the right to increase tuition and other charges.*

*The Student Life material contained in this catalogue is for informational purposes only. Official academic, behavioral and academic integrity policies as well as students' rights and responsibilities and all legal notices are found in the online Student Handbook (bentley.edu/offices/registrar/voter-registration-information) and may have been updated, changed or modified since the publication of the catalogue.*

BENTLEY UNIVERSITY is one of the nation's leading business schools, dedicated to preparing a new kind of business leader — one with the deep technical skills, broad global perspective, and high ethical standards required to make a difference in an ever-changing world. Our rich, diverse arts and sciences program, combined with an advanced business curriculum, prepares informed professionals who make an impact in their chosen fields. Located on a classic New England campus minutes from Boston, Bentley is a dynamic community of leaders, scholars and creative thinkers. The Bentley Graduate School emphasizes the impact of technology on business practice in offerings that include MBA and Master of Science programs, PhD programs in accountancy and in business, and customized executive education programs. The university enrolls approximately 4,000 full-time undergraduate, 250 adult part-time undergraduate, 1,400 graduate, and 40 doctoral students. Bentley is accredited by the New England Association of Schools and Colleges; AACSB International — The Association to Advance Collegiate Schools of Business; and the European Quality Improvement System, the leading international system for measuring quality in management and business education. Bentley is accredited by the New England Association of Schools and Colleges; AACSB International – The Association to Advance Collegiate Schools of Business; and the European Quality Improvement System (EQUIS), which benchmarks quality in management and business education.



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## FOR MORE INFORMATION, CONTACT THE OFFICE OF GRADUATE ADMISSION

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