GRADUATE CATALOGUE
2014-2015
Table of Contents

Mission Statement ..................................................... 2
Rights, Responsibilities and Policies ................................. 2
PhD Programs ................................................................. 4
MBA and MS Programs and Graduate Certificates .................. 4
Master’s Candidate Program ........................................... 12
Academic Support, Services and Advising ............................ 13
Graduate Student and Academic Services ............................. 13
Graduate Student Association (GSA) and Affiliated Sister Organizations .... 14
Registrar’s Office .............................................................. 15
Academic Policies and Procedures ..................................... 16
Graduate Course Waiver Policy ......................................... 17
Grading Policy ............................................................... 17
Procedure for Resolution of Course Grade Disputes ................. 17
Academic Standing ........................................................... 18
Academic Performance/Review ......................................... 18
Incomplete Grades ........................................................... 19
Grade Changes .............................................................. 19
Repeat Policy ............................................................... 20
Time to Degree Completion Policy .................................... 20
Leave of Absence Policy ................................................... 20
Residence Requirement/Course Away Policy ......................... 20
Concurrent Graduate Certificates ....................................... 20
Dual Degrees ............................................................... 21
Program Changes ........................................................... 21
Field-Based Learning ....................................................... 21
Internships ................................................................. 21
Independent Study Options .............................................. 22
Degree Conferral and Graduation ....................................... 22
Graduation Requirements ............................................... 22
Grade Point Average ....................................................... 23
Graduation Honors ......................................................... 23
Commencement Participation Policy .................................... 23
Honors and Awards ........................................................ 24
Graduate Career Services ............................................... 24
Winer Accounting Center for Elective Learning and Business Measurement (ACELAB) ........ 25
Center for Marketing Technology ....................................... 25
CIS Learning and Technology Sandbox ............................... 25
User Experience Center (UXC) .......................................... 26
Hughey Trading Room ..................................................... 26
Center for International Students and Scholars ....................... 26
English for Speakers of Other Languages Center (ESOL) ............... 26
English Language and American Culture Institute (ELACI) ............ 27
Center for Business Ethics ............................................... 28
Jeanne and Dan Valente Center for Arts and Sciences .................. 28
The Center for Health and Wellness ..................................... 28
Bentley Library .............................................................. 29
Tuition ........................................................................ 30
Health Insurance ............................................................. 31
Billing and Collection Policy ............................................. 31
Refunds ................................................................. 32
Merit-Based Aid ................................................................. 32
Institutional Need-Based Aid and Federal Loan Programs .............. 33
Academic Integrity ............................................................. 35
Plagiarism ................................................................... 35
Bentley Honor Code ........................................................ 36
Academic Integrity Board/Hearings .................................... 37
Course Descriptions ......................................................... 40
Governance and Administration ......................................... 60
Campus Map ................................................................ 64
Directions to Bentley ....................................................... 65
Accreditations ................................................................. 66
University Policies ........................................................... 66

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/handbook/) 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 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 non-forcible 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)
PACC 1604 Accountancy Workshop*
PACC 1602 Auditing and Assurance
PHD 1504 Quantitative Analysis II
PACC 1604 Accountancy Workshop*

Second Year Spring (12 credits)
PACC 1603 Managerial Control Systems
PACC 1604 Accountancy Workshop*
Elective

*Accountancy 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

*The Business Workshop is no credit until the last term

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

Electives (18 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.*

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**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 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.*

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**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 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
- HF 730 Visualizing Information
- IPM 652 Information Management
- IPM 723 Information Security, Control and Ethics
- IPM 735 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 641 Operations Strategy
- SFM 653 Service-Focused Management
- SFM 654 Managing Quality in Service

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**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

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**Master of Science in Financial Planning**

**Curriculum**

**Program Requirements (30 credits)**

**Financial Planning Core (18 credits)**

- 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 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

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**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 Director.

**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, ITM or HIFD course.

**Restrictive Electives (6 credits)**
Select two additional Bentley Graduate School courses with approval of the MSIT Program Director.

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**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 Design
- 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 HIFD
- HF 794 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
- GRE 790 Global Business Experience
- IDCC 711 Argumentation Strategies for Business
- IFM 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

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**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 Design
- 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 HIFD
- 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.

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**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 may 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

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**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 733 Tax Aspects of Buying and Selling a Business
- TX 741 Tax Accounting Problems
- TX 753 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

Elective (6 credits)
Select one course 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 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 730 Managing Ethics in Organizations
ETH 810 Research in Business Ethics

Electives (6 credits)
Select two electives from the following list:
AC 786 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 Business Analytics

Program Requirements (12 credits)
Required Core Courses (6 credits)
ST 625 Quantitative Analysis for Business
ST 635 Intermediate Statistical Modeling for Business

Elective (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 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

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 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 630 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.

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) requirement 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 diverse 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 p.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.

**SUMMER HOURS**
Monday, Tuesday, Thursday, Friday: 8:00 a.m. to 5:30 p.m. Wednesday: 8:00 a.m. to 6:00 p.m.

**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.

**SUMMER HOURS**
Monday to Thursday: 8:30 a.m. to 5:00 p.m. Friday: 8:30 a.m. to 4:30 p.m.

**FALL/SPRING**
Monday to Thursday: 8:30 a.m. to 5:00 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

**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_Registrar@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 weeks, drop courses through the second week of weeks 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.

**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/pull 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
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 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 advisor, 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 application 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 following the first and third week 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.

Grading Policy

<table>
<thead>
<tr>
<th>Grade</th>
<th>Alphabetical</th>
<th>Numerical Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>95-100</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>83-86</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
<td>80-82</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>77-79</td>
</tr>
<tr>
<td>F</td>
<td>Pass</td>
<td>Below 77</td>
</tr>
</tbody>
</table>

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 not the student’s assigned instructor.
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 consult with the Course Coordinator, if appropriate.

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 advisor, but it does not indicate eligibility to graduate. A GPA of 2.7 in both the major/concentration, 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, acts 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 two or more 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, changing 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 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
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/gradstudent-and-academic-services/graduate-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/gradstudent-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 GPA 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/gradstudent-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.
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 modifications: 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
- Directed Study/Tutorial Petition signed by the supervising faculty member.

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.

Graduation Requirements

Graduate students must declare their intention to graduate by the first day of the semester that the course will be taken. A request 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 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.

**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 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.

**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 student must register for his or her final course(s) prior to the graduation ceremony.
4. The student must submit, no later than March 31, a petition to graduate via MyBentley > Student Self-Service for Students.

**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 commencement 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.

Danses Award
The Danses 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 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, 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.

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.

The recipient of the Jeremiah J. and M. Patricia O’Connell Scholarship Committee meets each year to determine the scholarship recipient.

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Strategies for Career Success Series
This workshop series provides Bentley’s 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.

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 accounting 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/ace.lab

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 Morrison 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 sup-
ports both analytical software for research projects and creative software for design, presentation and marketing communica-
tions projects.

Location: Morison 220
Website: cmnt.bentley.edu

The CIS Learning Technology Sandbox

The CIS Learning 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.

Website: cis.bentley.edu/uxc

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.

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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 stage 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 baps.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 and 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

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 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 (sugges-
tion 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.

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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 a 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 hosts 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.

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 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 an 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 or before referrals are made.

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.

Counseling and Student Development

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.

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,
wired 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 McCladey Art Gallery and the Deloitte Cafe.

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.

Collectors
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 library.bentley.edu and many specialized web pages within the Bentley Library website. Databases, full-text journals and access to databases 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.

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 Graduation 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.

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 notification 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.

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/truition-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 contracts/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 $50. It is the student’s responsibility to update Bentley University of any change in address.

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.

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• 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 for the first full week of the semester.
- 80 percent for the second full week of the semester.
- 60 percent for the third full week of the semester.
- 40 percent for the fourth full week of the semester.
- 20 percent for the fifth full week of the semester.
- After fifth week: No refund

Note: Refund rate for academic calendar specific to 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 if 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 the end of the fall semester if the student meets all of the above conditions:
  - 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/office/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 federal 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 profileonlin collegiateboard.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.
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 retain $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, if 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 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 Graduated PLUS Loan interest rate is fixed at 7.21 percent as of July 1, 2013. 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 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 studentsloans.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/officefiles/Grad%202014%20sum%20chart%20fonte%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:

• 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 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 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 others, 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 climate of insecurity. 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 standards of academic integrity should report the violation to the instructor 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 an alleged 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.

- A student must respond promptly and honestly to a request for information that may aid the resolution of an alleged violation.

- 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 an alleged violation.

- A student must respond promptly and honestly to a request for information that may aid the resolution of an alleged violation.

Rights

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- 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.

- A student must respond promptly and honestly to a request for information that may aid the resolution of an alleged violation.

- 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.

- 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.

- 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.

- 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.

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- 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.
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.

• 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.
AC 560 INTERNSHIP IN ACCOUNTING PRACTICE (1 credit)

Prerequisite(s): Nine hours of accounting courses at the 600 level or higher.

A 1-credit field-based educational experience for students wishing to gain experience in the real-world application of their classroom knowledge. The student must complete all the required courses prior to enrolling in this directed study arrangement. The student may not receive more than six credits in this manipulation of an entire class.

AC 701 INTERNSHIP IN ACCOUNTING PRACTICE (3 credits)

Prerequisite(s): Nine hours of accounting courses at the 600 level or higher.

This course provides 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 advisor.

AC 713 ADVANCED TOPICS IN FINANCIAL ACCOUNTING (3 credit)

Prerequisite(s): AC 612

Open to not students who completed AC 352. Studies issues related to specialized topics such as partnership, 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 through the evaluation of current research findings.

AC 722 ADVANCED TOPICS IN MANAGERIAL ACCOUNTING (3 credit)

Prerequisite(s): AC 621

This course is designed to provide a foundation in managerial accounting. Class sessions cover the technical and social justifications for auditing: the connections between enterprise strategy, business processes, business risk management, financial reporting, and the audit; the role of internal control in auditing; the technical details of audit planning, testing, reporting, and the social responsibility of the auditor. The course also explores the public face of the significant problem in assessing the quality of the foundation of accountants and the general aspects that affect its activities. Arguably, these perils can lead to the mismanagement of the enterprise and the failure to trust the management of the enterprise and that the large companies are generally aware of this phenomenon. The course provides an overview of the field of auditing and the practical aspects of the process. The course introduces the ethical aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context. The student will learn the role of the IT auditor as an advisor to management.

AC 741 IT AUDITING (3 credit)

Prerequisite(s): AC 341

Introduces three typical aspects of information technologies (IT) auditing: the audit of computerized accounting information systems (AIS) and explores selected topics relevant to the design and implementation of information systems. Budgeting, budgetary control, 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

Examines current financial reporting and disclosure practices, legal and ethical implications, and the role of the IT auditor as an advisor to management.

AC 753 FRAUD AND FORENSIC ACCOUNTING (3 credit)

Prerequisite(s): AC 611 or equivalent.

This course focuses on complex frauds (including financial fraud, tax fraud, money laundering, and non-fraud forensic accounting engagements) and the legal aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context. The course introduces the ethical aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context.

AC 755 INTERNSHIP IN BUSINESS ETHICS (3 credit)

Prerequisite(s): AC 612 or equivalent.

This course is designed to provide a foundation in managerial accounting. Class sessions cover the economic and social justifications for auditing: the connections between enterprise strategy, business processes, business risk management, financial reporting, and the audit; the role of internal control in auditing; the technical details of audit planning, testing, reporting, and the social responsibility of the auditor. The course also explores the public face of the significant problem in assessing the quality of the foundation of accountants and the general aspects that affect its activities. Arguably, these perils can lead to the mismanagement of the enterprise and the failure to trust the management of the enterprise and that the large companies are generally aware of this phenomenon. The course provides an overview of the field of auditing and the practical aspects of the process. The course introduces the ethical aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context. The student will learn the role of the IT auditor as an advisor to management.

AC 756 RISK AND PERFORMANCE MEASUREMENT (3 credit)

Prerequisite(s): GR 524 or PF 503 or AC 611

This course focuses on complex frauds (including financial fraud, tax fraud, money laundering, and non-fraud forensic accounting engagements) and the legal aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context. The course introduces the ethical aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context.

AC 766 RISK AND PERFORMANCE MEASUREMENT (3 credit)

Prerequisite(s): GR 524 or PF 503 or AC 611

This course focuses on complex frauds (including financial fraud, tax fraud, money laundering, and non-fraud forensic accounting engagements) and the legal aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context. The course introduces the ethical aspects of business ethics decision-making. Emphasis is placed on analyzing and interpreting ethical issues that arise in a business context.
CS 503 OBJECT-ORIENTED APPLICATION DEVELOPMENT (3 crs/h)

This course teaches object-oriented programming and development using the Java programming language. Students learn the fundamentals of programming, including control structures, file input/output, and the use of built-in classes and interfaces. The course emphasizes the importance of inheritance, encapsulation, polymorphism, and abstract classes. Throughout the course, students will understand and apply principles of object-oriented development through projects ranging from small applications to extensive Web applications with graphical user interfaces.

CS 620 GLOBAL IT PROJECT MANAGEMENT (3 crs/h)

This course teaches proven techniques for modeling system requirements and managing organizational data resources, with a strong focus on data management. Students will learn the tools and techniques for analyzing and managing database requirements, functional requirements, and user interface requirements. The course covers include conceptual modeling, logical database design, database implementation, and requirements specification.

CS 607 DATA COMMUNICATIONS (3 crs/h)

Prerequisite(s): CS 605

This course focuses on the design and implementation of communication networks. It provides an in-depth coverage of protocols and networking 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, RTP/RTSP, FTP, Telnet, multimedia communication, voice over IP, networking, location services, 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 605 DATA MANAGEMENT ARCHITECTURES (3 crs/h)

Prerequisite(s): CS 603 and CS 605

The architectures of current database systems are examined. Of particular importance is the examination of the functional requirements of large-scale distributed systems, and object-oriented database systems, particularly as they are used as a foundation for large-scale distributed systems. The course covers principles for developing, designing, and managing large-scale distributed database systems, creating and managing logical data models, concurrent processing and database protection for complex transactions, meta-data management, and the role of the Data Base Administrator (DBA).

CS 603 MOBILE APPLICATION DEVELOPMENT (3 crs/h)

Prerequisite(s): CS 605

This course is an introduction to developing mobile applications, beginning with mobile OS capabilities and application architecture and extending to mobile development using technologies such as smartphones, tablets, and mobile web applications. It covers topics such as mobile development frameworks, application development, and mobile app design.

CS 602 SPECIAL TOPICS SEMINAR (3 crs/h)

Prerequisite(s): CS 601

Instructor’s permission (specific courses may be required for particular topic). Offers a structured opportunity for exploring new business applications of emerging hardware or software technologies. Students may participate in designing and developing prototype applications and tools.

EC 601 INFORMATION TECHNOLOGY MANAGEMENT AND POLICY (3 crs/h)

Prerequisite(s): CS 605

This seminar explores the issues and approaches in management of information systems in organizations. It takes a senior management perspective covering the future and technology scenarios. The course addresses issues relating to defining the IT infrastructure and the systems that support the operational, administrative and strategic needs of the organization.

EC 581 CIS INTERNSHIP (3 crs/h)

Prerequisite(s): CS 601, CS 603, and CS 607 and permission of instructor.

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 setting, through the internship coordinator, students solicit and respond to internship offers by submitting applications to potential employers. Students maintain contact with the internship coordinator and critically analyze the experience in a formal paper. Students have the option of making a presentation to the CS community on completing the internship, which normally spans one academic term.
**EC 655 THE ECONOMICS OF GLOBALIZATION**

(3 credit)

**Prequisite(s):** GR 522 or PPF562

To be successful in business, it is necessary to understand and adapt to the global environment. In fact, faster economic growth in China leads to higher oil prices, which can impact industries in the United States. This course introduces students to global economic trends and their impact on 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. Course readings covered in the course include: trade disputes, the expansion of free trade, China, 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. Exam 2 will be modified as the focus is on being able to analyze and discuss issues.

**EC 701 INTERNSHIP IN BUSINESS ECONOMICS**

Affords students the opportunity to enhance self-realization and decision 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 discuss issues.

**Pre or Corequisite(s):**

- EC 655 THE ECONOMICS OF GLOBALIZATION
- ES 600 ENTREPRENEURSHIP PRACTICUM

**FIN 625 CORPORATE FINANCE: THEORY, TOOLS AND APPLICATIONS**

(3 credit)

**Prerequisite(s):** GR245 or PPF545

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

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

(3 credit)

**Prerequisite(s):**

- FS25 for MFS; for all others FS25 or GR 525 if taken at Bentley.
- Note: Students must have completed GR245 or PPF545.

Hones analytical skills by applying explorations of concepts and tools introduced in GR245 and FS25. 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, and corporate investment decisions, private equity financing, the tools and their application under realistic circumstances, capital structure considerations, and 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 methods) necessary to value financial securities. The mathematical requirements of the course are primary algebraic, but the student will also need to rely on statistical methods and some calculus. Please note that this is not an introductory course. It is an introduction to derivatives valuation and private structures.

**FIN 635 FIXED INCOME VALUATION AND STRATEGIES**

(3 credit)

**Prerequisite(s):**

- FS25 for MFS; for all others FS25 or GR 525 if taken at Bentley.
- Note: Open to MBA Finance concentrators

Examines the application of investment principles to corporate and municipal fixed income securities pricing, the mortgage derivatives market, and the mechanics and pricing of corporate and municipal fixed income securities. Requires econometric analyses that demonstrate how these goals can be enhanced through an internship experience. Consistent with the student's professional goals, the prorotype should involve a proposal submitted by the student, the internship coordinator, and the program director. Students demonstrate research skills and must be approved by the supervisor and program director. Students demonstrate relevant experience and skills in financial market theory and application, performance evaluation issues, the analytical methods used to evaluate the efficiency of operations, the market position, and the development of the investment strategy. Factor analysis, market trends, and growth and profitability both internal and external to the firm are considered. Issuers 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.

**FIN 685 FINANCIAL STRATEGY**

(3 credit)

**Prerequisite(s):**

- FS25 for MFS; for all others FS25 or GR 525 if taken at Bentley.

Note: Not open to MBA Finance concentrators

This course has three broad objectives. The first is to develop the student's strategic skills by enhancing corporate strategies, both short term and long term. The second is to study a variety of corporate investment decision and the development of 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 flow will be discussed.

**FIN 701 INTERNSHIP IN FINANCE**

(3 credit)

**Prerequisite(s):**

- For MFS3, director's permission after completion of four or more 600- or 700-level finance courses.

Affords students the opportunity to enhance self-realization and decision 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 discuss issues.

**Pre or Corequisite(s):**

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

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

**FIN 710 INTERNATIONAL FINANCIAL MANAGEMENT**

(3 credit)

**Pre or Corequisite(s):**

- Pre or Co Req FS625 for MSF; Pre Req for all others FI 625 or GR 525 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, foreign exchange market manipulation, and international financing, multinational capital structure, and the international financial portfolio management.
**Financial Planning**

**FP 500 INTERNSHIP IN FINANCIAL PLANNING PRACTICE** *(3 credits)*

Prerequisite(s): ELMBA students. GR521P is reserved for PMBA, MS and Certificate students for whom it is required.

This course examines managerial decision making, including Gross Domestic Product, interest rates, and the role of government intervention in the economy. The second half (macroeconomics) investigates how prices, wages, and profits are determined in market economies; the advantages and disadvantages of unfettered competition; and the impact of government intervention on the economy. The course integrates case studies to bridge the gap between technical knowledge and a variety of real-world client situations.

**FI 751 LARGE INVESTMENTS AND INTERNATIONAL PROJECT FINANCE** *(3 credits)*

Prerequisite(s): Note: GR521D is reserved for ELMBA and MS and Certificate students. GR521P is reserved for PMBA, MS and Certificate students for whom it is required.

This course covers the processes involved in the creation of financial planning devices, 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 price, product, promotion, distribution, and customer service decisions.

**FI 752 ACCOUNTING DECISION MAKING** *(3 credits)*

Prerequisite(s): Note: GR521D is reserved for ELMBA and MS and Certificate students. GR521P is reserved for PMBA, MS and Certificate students for whom it is required.

This course covers how managers use cost, cash flow, and financial reporting information in making decisions. It will introduce the student to fundamental accounting and its role in making business decisions, and cover basic accounting principles, the interpretation of financial statements, and the use of financial statement analysis in managerial decision-making, and the use of interpretation and control accounting data in management decision-making, and the use of interpretation of financial and management implications, and evaluative alternatives.
GR 525 FINANCIAL STATEMENT ANALYSIS FOR MANAGERS (3 credit)
Prerequisite(s): Note: GR 521 or GR 524
Note: GR 525 is reserved for EMBA and MSIT students. GR525P is reserved for PMBA, MBA and MBP graduates.
This course provides a conceptual framework for understanding the fundamental elements and environments of business processes. To set a solid foundation for completing this aim, reviews the basics of financial statement analysis, measuring and evaluating processes. With these fundamentals in place, explores the concept of the value chain to offer a leadership understanding for both intra- and inter-organizational relationships and the associated dependencies that exist. The last part of the course focuses on how to use the information technology concept and tools to evaluate, analyze, and manage new goods and services. Students will learn to use the enterprise resource planning system SAP. The course includes assignments, exercises and projects based on different aspects of business processes.

GR 01 STRATEGIC IT ALIGNMENT (3 credit)
Prerequisite(s): For ELVBA and MSMBA None. For PMBA: GR 521, GR 522, GR 523, GR 524 and GR 525.
Note: Restricted to MBA students only. GR 610D is reserved for EMBA and MSMBA students.
GR 610P is reserved for PMBA students.
This course provides an enterprise-wide perspective on IT management, focusing on how IT professionals, technical managers, and executive leaders work together to ensure that applications, data and business processes align with organizational strategy and business processes (i.e., Strategic IT Alignment). Concepts and methods examined include how companies and individuals use IT to serve their needs, establish a roadmap for future success, develop partnerships with outside business partners, and balance the strategic needs of the business with the technical and financial needs of the business. Emphasis will be placed on building, maintaining, and evaluating relationships between leaders within and between organizations. The course is designed to provide corporate professionals with the skills necessary to establish, foster, and manage successful partnerships between business departments and IT units.

GR 602 DESIGNING FOR THE VALUE CHAIN (4 credit)
Prerequisite(s): Note: GR 602
Note: Restricted to MBA students only. GR602P is reserved for EMBA and MSIT students. GR603P is reserved for PMBA students.
Examines the role of managers as ethical and responsible leaders, professionals, and change agents. The complexities of, and challenges associated with, managing and leading change in a rapidly changing, international, diverse, and global business environment is emphasized. Through discussion, case analysis, role-playing, decision-making simulations, and experiential exercises, students explore the nature of global 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 such as; analytical problem solving, ethical decision making, interpersonal, communication, influencing, negotiation, conflict management, and change-related implementation—varieties of leadership situations.

GR 061 DESIGNING FOR THE VALUE CHAIN (4 credit)
Prerequisite(s): Note: GR 602
Note: Restricted to MBA students only. GR606P is reserved for EMBA and MSIT students. GR606P 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 situations. Students will learn through expert teaching by learning from industry guests, speakers, and guest lecturers. Students will also learn how to make collaborative decisions and engage with individuals across a level to generate insights for solving business problems. The course will prepare students for understanding complex product design, supply chain, and operations management issues.

GR 606 DESIGNING FOR THE VALUE CHAIN (4 credit)
Prerequisite(s): Note: GR 602
Note: Restricted to MBA students only. GR606P is reserved for EMBA and MSIT students. GR606P 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 situations. Students will learn through expert teaching by learning from industry guests, speakers, and guest lecturers. Students will also learn how to make collaborative decisions and engage with individuals across a level to generate insights for solving business problems. The course will prepare students for understanding complex product design, supply chain, and operations management issues.

Human Factors in Information Design

HF 600 INTERNSHIP IN HFID (1 credit)
Prerequisite(s): Note: HF 600 and HF 750, a 3.0 cumulative grade point average and Program Director approval required.
A unique hands-on experience for HFID students with the opportunity to (1) observe human factor and user experience practice, (2) apply knowledge of human factors and user experience to complete an internship, (3) apply human factors and user experience skills, (4) and explore development careers. This internship option is available to HFID graduate students. Students must work a minimum of 20 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 credit internship before degree completion.

HF 700 FOUNDATIONS IN HUMAN FACTORS (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
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, transfers these theories and tools to interface designs. Particularly relevant to those working with critical applications, user populations, and new technologies, this course introduces students to creating applications compatible with the strengths and weaknesses of the user’s information processing systems. Students will learn to apply user requirements to the design of information products in a manner that promotes user performance and user satisfaction. Through readings, short papers and team projects, students apply these concepts in simulations of real-world situations.

HF 710 MANAGING A USER-CENTERED DESIGN TEAM (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
Addresses methods and tools that information designers can use to integrate user-centered design into the design process. Students will learn to enhance the usability of products. Through readings, short papers and project students examine common project-management problems that can adversely affect usability, design the implementation of usability into user interface, and apply selected project-management techniques to achieve usability goals. Lectures, discussions and assignments focus on various user-centered design methodologies, using case studies to practice these methodologies. Students examine and practice user interface design, and evaluate and critique user interface designs. Students apply and evaluate user-centered design techniques to improve the usability of their own projects.

HF 715 USER EXPERIENCE BOOT CAMP (3 credit)
Prerequisite(s): Note: This course is mandatory for students in the MSFID On-Line Program. It is restricted to MSFID students only.
This five-day program offers on-line program students an opportunity to explore and develop the skill set for managing human factors and user experience, including user requirements gathering, field research and analysis, and the practical techniques that have been used and tested by other human factors and user experience professionals. This experience has been created as a complement to the classroom and other resources that are typically available in the classroom. The program is held primarily in the Design and Topics. Subjects include the center of design-process, form and function, technology and usability issues, user 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 will identify to differentiate between the use of information architecture principles and best practices to design highly functional web sites and web applications. Includes individual and group projects.

HF 720 TESTING AND ASSESSMENT PROGRAMS (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
Provides the principles, methods and tools for addressing accessibility issues. Topics covered include design methodologies that accommodate the needs of people with disabilities, and the role of the information designer in practicing accessibility. Topics may include the accessibility needs of a local community. The course will address international accessibility standards as well as various and various forms of documentation (print and non-print) and usability testing and engineering techniques, and web accessible technologies. The course will range from prototype to released products.

HF 751 MEASURING THE USER EXPERIENCE (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
This course provides the principles, methods and tools for addressing accessibility issues. Topics covered include design methodologies that accommodate the needs of people with disabilities, and the role of the information designer in practicing accessibility. Topics may include the accessibility needs of a local community. The course will address international accessibility standards as well as various and various forms of documentation (print and non-print) and usability testing and engineering techniques, and web accessible technologies. The course will range from prototype to released products.

HF 740 INFORMATION ARCHITECTURE: USER-CENTERED DESIGN FOR THE WIDE WORLD WIDE WEB (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
Applies human factors design principles, strategies, and best practices in creating various types of web pages and applications. The class will focus on the knowledge needs of users, clients, product design users, and other users. The class is focused on the role of the information designer in the process of building web sites, involving in creating, implementing, maintaining and using information on the World Wide Web. Topics include the center of design-process, form and function, technology and usability issues, user 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 to differentiate between the use of information architecture principles and best practices to design highly functional web sites and web applications. Includes individual and group projects.

HF 752 VISUALIZING INFORMATION (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
This course provides the principles, methods and tools for addressing accessibility issues. Topics covered include design methodologies that accommodate the needs of people with disabilities, and the role of the information designer in practicing accessibility. Topics may include the accessibility needs of a local community. The course will address international accessibility standards as well as various and various forms of documentation (print and non-print) and usability testing and engineering techniques, and web accessible technologies. The course will range from prototype to released products.

HF 753 LOCALIZATION AND THE GLOBAL MARKET (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.

HF 606 DESIGNING FOR THE VALUE CHAIN (4 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
In today’s global marketplace, long-term success requires a strategy for tailoring products to the requirements of international markets. This course introduces participants to the theory and practice of expanding the business of international business, including documentation, training, user interface, and marketing. Moving beyond the exposure to geographic awareness, this class addresses internationalization from the more comprehensive perspective of global business. Students learn about international markets and how to recognize the national and cultural biases that affect all aspects of international marketing. In the course, students will explore the role of the local market and the need for developing global strategies.

HF 710 MANAGING A USER-CENTERED DESIGN TEAM (3 credit)
Prerequisite(s): Note: Program director approval required for all students except MSFID or MIST or MSMB.
Addresses methods and tools that information designers can use to integrate user-centered design into the design process. Students will learn to enhance the usability of products. Through readings, short papers and project students examine common project-management problems that can adversely affect usability, design the implementation of usability into user interface, and apply selected project-management techniques to achieve usability goals. Lectures, discussions and assignments focus on various user-centered design methodologies, using case studies to practice these methodologies. Students examine and practice user interface design, and evaluate and critique user interface designs. Students apply and evaluate user-centered design techniques to improve the usability of their own projects.
HF 700 and HF 750: These courses provide the student with an understanding of interaction design principles and how those principles are embedded 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 710c: 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 embedded 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 790c: 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 embedded 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 793c: 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 embedded 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 796c: 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 embedded 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 801: 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 embedded 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 802: 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 embedded 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 803c: 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 embedded 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 900c: 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 embedded 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 920: 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 embedded 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 930: 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 embedded 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 940: 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 embedded 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 950: 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 embedded 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 960: 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 embedded 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 970: 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 embedded 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 980: 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 embedded 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 990: 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 embedded 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.
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 and cultural practices in a foreign country. These courses are usually offered in January during semester breaks, 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 the student’s global mindset and cultural awareness. Through immersion in the business practices of another region, students gain valuable hands-on-supervised experience that will increase their knowledge of foreign business cultures and understanding of businesses operating in an international environment.

IBR 701 INTERNSHIP IN INTERNATIONAL BUSINESS (3 credit)

Prerequisite(s): GR 522 or (PF 556)

To be successful in business, it is necessary to understand the impact of global events. For instance, faster economic growth in China is likely to lead 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 critical thinking skills and to acquire the skills necessary to make business decisions. Some of the topics covered in the course include: trade debates, the export of trade-free, 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 essay tests as the focus is on being able to analyze and discuss issues.

FI 711 INTERNATIONAL FINANCIAL MANAGEMENT (3 credit)

Prerequisite(s): FI 625 or FI 525

Focuses on the management of multinational financial activities such as investments, managing foreign exchange risks, and international lending. Topics include multinational asset/liability management, foreign exchange derivatives, international debt and equity finance, and the management of international working capital. Correspondences are made between financial management and the international environment.

GB 705 BUSINESS LAW (3 credit)

Deals with the laws pertaining to business associations, such as partnerships (limited and general), corporations, limited liability companies, partnerships, joint ventures, and joint and several contracts. 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 and related state laws. Particular emphasis is placed on the Uniform Partnership Act, the Uniform Limited Partnership Act, and the Uniform Commercial Code. Students are expected to demonstrate knowledge of the law.

LA 710 REAL ESTATE LAW (3 credit)

Examines the impact of real estate law on 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. Correspondences are made between financial management and the international environment.

LA 720 LAW AND ETHICS (3 credit)

Today managers are expected to make decisions that comply with legal principles and ethical theo- ries. This course is designed to increase awareness of legal and regulatory controls that impact multinational business. Topics include: government agencies, consumers, employees, competitors, investors, and the general public. Using a review of court cases, business law 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 rela- tive to doing business in the online environment. This course will discuss and explain the latest cyberlaws that have been developed by court decision, federal statutes and administrative rulings. Major focus will be on such legal topics as online privacy, the receipt and release of information, intellectual property, base information, and business computer use. Trademarks and copyright protection will be discussed, including the new Federal Trademark Dilution Act and its protection against domain name infringement. Taxation on online sales and transactions, including the Internet Tax Freedom Act, will be explained and discussed. Delegation of character on a company bulletin board service will be discussed. Topics include the Uniform Online Services Act and the Uniform Computer Information Transaction Act. Students will complete a research project and prepare a paper that will be presented to the class.

LA 715 INTERNATIONAL BUSINESS LAW (3 credit)

Examines the impact of real estate law on 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. Correspondences are made between financial management and the international environment.

MG 581 MANAGEMENT BEHAVIOR (3 credit)

This course contributes to the development of knowledge and skills needed to manage effec- tively in international environments and to work effectively with people from other cultures. Students will develop an awareness of the paucity and depth of knowledge of these cultures on behalf, particularly with respect to management and management practices; become familiar with the various formal and informal aspects of situations and issues which managers often confront when working internationally. Students will gain an appreciation for the impact on personal behav- ior of living and working in another country. This course is concerned with understanding different- ies in behavior which stem from diverse national cultures and developing tools for effectively managing these 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. 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 571 MANAGEMENT OF THE TRANSLATIONAL CORPORATION (3 credit)

This course focuses on the management chal- lenges associated with developing strategies and managing the operations of companies that conducts activities encompass more than one nation. The course examines the internationalization process in small, medium and large companies, compares and contrasts different international strategy, examines managing political risk and ethical issues in international business, and studies func- tional management of the international corpora- tion (e.g., financial management, marketing man- agement and human resource management).

MG 513 MANAGING EFFECTIVE WORK TEAMS (3 credit)

An increasing number of organizations use work teams to accomplish their objectives. Unfortu- nately, many organizational teams are not particularly effective. This course is designed to help students manage teams effectively in their work setting. You will develop a greater understanding of task, group, and individual dynamics of your own behavior in teams and of team management skills. The course is highly experiential; it involves working in small teams on graded and ungraded assignments. You will complete survey forms, written and oral analyses.
processes and practices at the intersection of studying contemporary organizational systems, visits, case studies and dialogue with senior of managing in today's complex technology-based tion of expert-led classroom discussions and plant (3 credit)

MG 647 CONTEMPORARY PRACTICES OF technology-based organizations. (3 credit)

MG 670 MANAGING A DIVERSE WORKPLACE (3 credit)

MG 651 PROJECT MANAGEMENT (3 credit)

MG 652 MANAGEMENT OF INNOVATION (3 credit)

MG 656 MANAGING HUMAN RESOURCES IN A CUSTOMER-FOCUSED ENVIRONMENT (3 credit)

MG 657 MANAGEMENT OF THE TRANSLATIONAL CORPORATION (3 credit)

MG 658 MOTIF FIELD RESEARCH PROJECT (3 credit)

MG 701 INTERNSHIP IN MANAGEMENT (3 credit)

MG 705 FIELD PROJECT IN CHANGE MANAGEMENT (3 credit)

MG 710 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MG 712 CONSUMER AND BUYER BEHAVIOR (3 credit)

MG 713 MARKETING PROMOTION AND COMMUNICATION (3 credit)

MG 714 MARKETING CHANNELS AND LOGISTICS (3 credit)

MG 715 NEGOTIATING (3 credit)

MG 716 MANAGEMENT OF INNOVATION (3 credit)

MG 717 MARKETING RESEARCH AND ANALYSIS (3 credit)

MG 720 MANAGEMENT CONSULTING SKILLS (3 credit)

MG 721 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MG 722 NEGOTIATING (3 credit)

MG 723 (or PF 506) MARKETING PROMOTION AND COMMUNICATION (3 credit)

MG 724 MARKETING CHANNELS AND LOGISTICS (3 credit)

MG 725 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MG 726 MOTIF FIELD RESEARCH PROJECT (3 credit)

MG 727 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MG 728 NEGOTIATING (3 credit)

MG 729 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MG 730 SPECIAL PROJECTS IN OPERATIONS MANAGEMENT (3 credit)

MK 612 STRATEGIC MARKETING (3 credit)

MK 613 MARKETING MANAGEMENT (3 credit)

MK 701 INTERNSHIP IN MARKETING PRACTICE (3 credit)

MK 705 FIELD PROJECT IN CHANGE MANAGEMENT (3 credit)

MK 715 NEGOTIATING (3 credit)

MK 716 MANAGEMENT OF INNOVATION (3 credit)

MK 717 MARKETING RESEARCH AND ANALYSIS (3 credit)

MK 718 MARKETING PROMOTION AND COMMUNICATION (3 credit)

MK 719 MARKETING RESEARCH AND COMMUNICATION (3 credit)

MK 720 MANAGEMENT CONSULTING SKILLS (3 credit)

MK 721 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MK 722 NEGOTIATING (3 credit)

MK 723 (or PF 506) MARKETING PROMOTION AND COMMUNICATION (3 credit)

MK 724 MARKETING CHANNELS AND LOGISTICS (3 credit)

MK 725 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MK 726 MOTIF FIELD RESEARCH PROJECT (3 credit)

MK 727 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MK 728 NEGOTIATING (3 credit)

MK 729 SPECIAL TOPICS IN MANAGEMENT OF TECHNOLOGY (3 credit)

MK 730 SPECIAL PROJECTS IN OPERATIONS MANAGEMENT (3 credit)
MK 715 NEW PRODUCTS: PLANNING, DEVELOPING AND MARKETING (3 credit)
Prerequisite(s):
GRS23 or PR 508
Consider the role of new products in the survival and growth strategies of organizations. Focuses on the major problems firms encounter in direc-
ting and managing their product development and marketing activities. Examines the development process from conception of ideas to commercial introduction, and the role of marketing skills from introduction to skeleton of products.

MK 716 E-MARKETING (3 credit)
Prerequisite(s):
GRS23 or PR 508
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):
GRS23 or PR 508
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 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 industries are evaluated.

MK 725 E-ADMINISTRATION (3 credit)
Prerequisite(s):
GRS23 or PR 508
Builds critical skills for individuals who will prac-
tice the art and science of Internet marketing in the future. Covers the important frameworks, principles and contexts in this domain that are key to evolving and managing the relationship management, privacy, the communica-
tion e-ways, and channel adaptation and coordina-
tion of services.

MK 726 CUSTOMER DATA ANALYSIS AND RELATIONSHIP MARKETING (3 credit)
Prerequisite(s):
ST 635
Focuses on the analysis of customer data as the astute practitioner, making sense of and interpret-
ing customer behavior and establishing a customer relationship marketing strategy. Hands-on experience in data analysis receives heavy emphasis.

MA 710 SIMULATION AND OPTIMIZATION FOR BUSINESS decision-making (3 credit)
Prerequisite(s):
GRS21
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 non-
linear programming techniques with applications, as well as decision-related techniques.
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. Encourages the alternate application of alternative tax laws to a variety of fact situations. Applies an integrative 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 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 the liability for tax, tax accounting and timing principles. Introduces the tax treatment of individuals as owners of pass-through entities. Includes an in-depth analysis of the applicable tax statutes, regulations, rulings and 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 (transferable 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 disposition of properties 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 business and individual enterprises. Examines Internal Revenue Code provisions and selected issues that relate to determining basis, holding period, loss (active and passive), and economic function and operation of these entities. Also analyzes the tax treatment of property transactions such as mutual fund shares.

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 taxation 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 tax 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 laws 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 multijurisdictional 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 tax 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 tax system, corporate gains in estates and trusts, termination of estates and trusts, and administrative powers. Considered charitable remainder trusts, pooled income funds and charitable bequests, 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. Covers disposal of properties 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 attributes carryovers. Passes transactions with the goal of conducting a thorough analysis, exploration of alternatives, and ultimate structuring to assure the desired result.

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 rules and practical requirements that must be satisfied for successful execution of these transactions. Receives transaction elements (taxable and non-taxable), acceptable consideration, basis, entity attributes and carryovers.

TX 721 INVESTMENT COMPANIES AND OTHER FINANCIAL PRODUCTS (3 credit)

Explores the tax treatment of investment company 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, mutual funds, 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 713 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, research and development (R&D), capitalization of R&D, corporate intangible assets, intangibles, trademarks, trade names and copyrights. Analyzes taxation of trusts and estates, and their creators and beneficiaries. Examines tax 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 tax system, corporate gains in estates and trusts, termination of estates and trusts, and administrative powers. Considered charitable remainder trusts, pooled income funds and charitable bequests, 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 712 TAXATION OF INCOME FROM BUSINESSES AND ESTATES (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 taxation 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 714 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 accrual and accrual and annual methods of accounting and the tax consequences of changing from one method to the other. Examines 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 723 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 the popular mechanisms for transferring a business - from a taxable sale of assets or corporate stock, to tax-free reorganizations, to a contingent “earn out” transaction, 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 1080; elections under Code 338(h)(10); the complicated planning strategies for an S corporation subject to the Code $1334 “Step Tax”; the opportunities and risks of a contingent earn-out structure, the circumstances for a tax-free merger, structuring an investment by and/or saleable to private equity investors; and creating a market for a company by selling shares through an ESOP.

TX 741 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 2 credit requirement is a tax research paper on a mutually agreed upon topic.
Members of the President’s Cabinet

President, Windsor Marketing Group, Kevin F. Armata ’78
Management, Armonk, New York

Robert E. Alan ’91
PlumChoice, Concord, Massachusetts

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Chairman, the Collins Group Inc., Tyngsboro, Massachusetts

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Chairman Emeritus, Raytheon Company, Lexington, Massachusetts

Robert F. Smith ’53
Chairman Emeritus, Learning Resources Inc., Concord, Massachusetts

Gordon J. McLenithan ’67
President and CEO (retired), Learning Information Network Co., Bridgewater, New Jersey

Phyllis A. Cellar
President and CEO (retired), Transactive Credit Information, Boston, Massachusetts

John T. Collins ’69
Chairman, the Collins Group Inc., Boston, Massachusetts

Maureen M. Corbett ’72, ’77 MST
Certified Public Accountant, Haverhill, Massachusetts

William F. Craig
Former Chairman, New Darmouth Bank, Manchester, New Hampshire

Robert M. Fano
Ford Professor of Engineering Emeritus, MIT, Cambridge, Massachusetts

George J. Fantini Jr. ’64
Chairman, Fantini & Gorga, Boston, Massachusetts

Phlip H. Friend ’81
President, Western Reserve Protein Group, Hastings, Nebraska

Richard Gnospelius ’65
Partner (retired), PricewaterhouseCoopers LLP, Boston, Massachusetts

Gail H. Hatley ’79
Partner, PricewaterhouseCoopers LLP, Hartford, Connecticut

David A. Hughes ’55
Executive Vice President, CAO (retired), Dean Witter International Inc., New York, New York

Janet E. Hunt
Former President and CEO, IRIS, New York, New York

Gary J. Jamieson ’66
Vice Chairman, Corcoran Jennison Companies, Boston, Massachusetts

Frank H. Bunting ’43
Chairman of the Board (retired), Marshall & Institute, Andover, Massachusetts

Bernard Cammarata
Chairman of the Board, TJX Companies Inc., Framingham, Massachusetts

Sidney Marks
Chairman of the Board (retired), Rama Associates, Brookline, Massachusetts

Maurice G. Mayo ’49
Chairman of the Board (retired),ingressol-Rand Company, Nashua, New Hampshire

Elkin B. McCallum ’67
CEO of JFC Holdings, Tyngsboro, Massachusetts

Gloria Cordes Larson, BA, JD
President

Life of Service

1917 - 1953
Harry Clark Bentley, deceased

1953 - 1961
Maurice Monroe Lindsay, deceased

1961 - 1970
Thomas Lincoln Morison, deceased

Gregory Harry Adamian

1991 - 1997
Joseph Marc 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

1945 - 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. Jamieson ’66

1998 - 2002
John T. Collins ’69

2002 - 2005
Elkin B. McCallum ’67
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 165 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 MBTA Shuttle Bus #82 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 #514 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.)
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 02152-4703.

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, at its discretion, release to the public student data consid- ered “directory information.” If a student desires that directory information not be released, he or she has 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 about students: 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.”

Drugs
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/handbook.

For more information please visit the following page on the Registrar’s website: bentley.edu/offices/registrar/voter-registration-information.

Financial Services Billing and Collection Procedures
Student Financial Services is responsible for billing and collecting fees for tuition, housing, meals plans, health insurance, computers and parking violations.

User account 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 conse- quences 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 pub- lication. 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, without notice. Policies and regulations may be amended from time to time by action of the responsible bodies.

Affidavit of Voter Registration Forms
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.

Student voter registration information is available in the Registrar’s Office.

Get a copy of the Student Handbook (bentley.edu/offices/registrar/voter-registration-information) and log in to the online Student catalogue.

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, meals 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 difficul- ties and it is important for those issues to be communicated to our office at an early stage. Bentley University offers pay- ment 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 con- tact 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 employees. These agree- ments 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, participat- ing in the housing lottery and obtaining transcripts. If applicable, the student may also be required to move out of housing.

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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.