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## The MBA Program at Metropolitan College of New York

Metropolitan College offers the only MBA in the region specifically designed for the financial services sector. What differentiates this MBA from all others is that this program addresses how the financial service businesses function. Based on over 43 years of research and development, the MCNY clinical approach to learning is deeply rooted in business and highly responsive to shifts that regularly occur in international business. The curriculum reflects cutting-edge global business education with an infusion of ethics, communications and technological applications to produce graduates who are financial service specialists (familiar with every aspect of that industry), and who have also mastered the art of applying what they learn to actual business situations while working.

The unique model of the College assists students in blending managerial theory and practice while assessing students on the basis of positive results they achieve in real world situations.

The Financial Services MBA program applies our action-oriented system of education to the complexities of twenty-first century management, preparing students to be socially sensitive and responsible entrepreneurs and intrapreneurs, effective decision makers, innovators, leaders and active participants in their respective enterprises. Students are required to complete four semesters (Purposes) of integrated full-time study, research, and planned and documented actual practice and service.

## Program Overview

**16 month / 48 Credit MBA Program: Financial Services**

**12 Credits Per Semester**

### Credit Allocation

CREDITS	SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV
2	Principles Of Financial Accounting (ACC 501)	Money and Banking (BKG 502)	Banks and Financial Institutions (BKG 504)	The Real Estate Industry (RES 502)
2	Management Information Systems (MIS 501)	Financial Services Regulation (BKG 503)	The Securities Industries (BKG 505)	The Insurance Industry (INS 502)
2	Business Research and Statistics (BUS 501)	Managerial Accounting (ACC 502)	Risk Management (MGT 502)	International Business (BUS 502)
3	Managerial Principles and Practices (MGT 501)	Managerial Finance (FIN 501)	Problems in Managerial Finance (FIN 502)	Strategic and Technology Issues in Financial Services (MIS 502)
3	Business Law and Ethics (LAW 501)	Marketing Management (MKT 501)	Constructive Action I: Financial Industry Research (PCA 502)	Constructive Action II: Financial Services Business Plan (PCA 503)



## **Study Abroad Component**

For individuals to work effectively in the new and rapidly developing global information society, they need to understand and experience the interdependencies of politics, economics, culture and service in both a national and international context. As part of the Financial Services program's focus on international business, students will engage in comparative management studies in London, England and Paris, France for two weeks. The Study Abroad component strives to develop each student as an "intercultural person," that is, an individual capable of understanding, appreciating and negotiating cultural diversity and understanding, at first hand, the goals, systems and skills which comprise the conduct of international business in world markets. Our intercultural exchange is intended to benefit not only our students, but also those who come in contact with them and grow to know them as business professionals and representatives of Metropolitan College of New York Graduate School for Management.

# Business Law & Ethics

## Overview

This course provides an overview of the interrelationship between the law, ethics and business industries focusing on the scope of rights that attach to an enterprise and the legal issues business people need to identify throughout their careers, from forms of business organization, to commercial transactions, property, employment, government regulation and contract law. Students learn how to negotiate and draft legal agreements based on the varying needs, responsibilities, moral perspectives and ethical obligations arising in common business situations.

## OUTCOMES

Students are expected to:

1. Demonstrate a general knowledge of the various areas of law relevant to the operation of a business.
2. Demonstrate their understanding of the legal system and the reasoning processes used by lawyers and courts in addressing legal issues.
3. Identify legal issues that may arise with each student's own venture and to make well-informed, ethically sound decisions when addressing them.
4. Know when consultation with a legal professional may be necessary.

## Topics

- Overview of the Legal System
  - Introduction to Business Law Statutes and Cases
  - The Courts and Jurisdiction
  - Civil Litigation
- Basic Fields of Law
  - Constitutional Law and Business
  - Contracts & Business
  - Torts & Business
  - Property Law & Business
- Legal Reasoning
- Administrative Law and Proceedings
  - Introduction to Agency Regulation
  - The Administrative Process
- Corporations and Other Business Organizations
  - The Law of Agency
  - Corporations

- Partnerships & Other Associations
- Financing & Securities Law
- Antitrust Law
  - Introduction to Antitrust Matters
  - The Sherman Act
  - The Clayton Act & The Federal Trade Commission
- Labor Law
  - Labor Standards & Related Matters
  - Civil Rights and EEO Laws
  - Labor & Management Relations
- Consumer Law & Trade Regulation
  - Deceptive Trade Practices
  - Credit, Purchase and Debt Collection
- The Uniform Commercial Code
- Product Liability
- Regulation of Product Marketing
- Criminal Law & Business
- Environmental Law
- Business Ethics & Social Responsibility

## Required Text

Cross, Frank & Roger LeRoy Miller. *West's Legal Environment of Business, 7th ed.* OH: West Publishing, 2008.

## Selected Bibliography

Blum, Brian. *Contracts, Examples and Explanations.* New York, NY: Aspen Law and Business, 1998.

Fried Charles. *Contract As Promise.* Cambridge, MA: Harvard University Press, 1981.

Friedman, Lawrence M. *A History of American Law.* Second Ed. NY: Simon and Shuster, 1985.

Brook, James. *Sales and Leases, Examples and Explanations.* 2<sup>nd</sup> Ed. New York, NY : Aspen Law and Business, 1999.

Wren, Christopher and Jill Robinson Wren. *The Legal Research Manual.* 2<sup>nd</sup> Ed. : Ambrose and Ambrose Publishing, 1996.

Simon, Peter. *The Anatomy of a Lawsuit.* Charlottesville, VA: The Michie Company, 1984.

Levi, Edward H. *An Introduction To Legal Reasoning.* Chicago, IL: The University of Chicago Press, 1949.

Posner, Richard. *Antitrust Law: An Economic Perspective.* Chicago, IL: The University of Chicago Press, 1978.

## Internet Resources

**Institute for Business & Professional Ethics.** <http://www.depaul.edu/ethics/>  
DePaul University's Institute for Business and Professional Ethics website.

# Managerial Principles and Practices

## Overview

Management is the process of planning, organizing, leading and controlling the efforts of organizational members and the use of other organizational resources in order to achieve the stated goals of the organization. This course reviews the history of managerial thought from the early 1900's to the present, discussing the advantages and disadvantages of each school of thought. Students study the macro and micro dimensions of an organization, the general environments such as the legal, regulatory, technological, economic, international and sociocultural contexts in which it functions, issues relating to suppliers, customers and competition.

Students will learn what roles, responsibilities and techniques a business manager must undertake in terms of: planning and decision making; organizing for stability and change; implementing short and long term goals; supervising staff and personnel; managing organizational conflict and creativity; leading, motivating and evaluating work behavior; finding the right degrees of control; screening and evaluating control systems and processes; supervising budgetary and non-budgetary methods of control; and developing effective internal and external communication systems for the organization.

## OUTCOMES

Students are expected to:

1. Demonstrate their understanding of the complexities of today's business environments and identify different types of business structures in the American private enterprise system.
2. Demonstrate their understanding of various management models and how to apply them.
3. Be able to describe the role of a manager and identify the technical, human and conceptual skills necessary for managerial success.
4. Apply theories of motivation in attracting, developing, and maintaining employees.
5. Demonstrate how they would direct and inspire people to attain organizational goals.

## Required Text

Schmerhorn, John R. *Management*, 9<sup>th</sup> Edition. NY: John Wiley & Sons, Inc., 2007.

## Topics

The 21<sup>st</sup> Century Service and Information Economy  
Management Theory  
    Managerial Styles  
    The Work of the CEO  
Planning

- Strategic Planning
- Operational Planning
- Financial Planning
- Organizing
  - Developing Quality Products at the Right Price
  - Designing Organizational Structures
  - Working with Groups
  - Delegating
  - Managing Human Resources
- Controlling
  - Doing Formal Reviews
  - Assessing Efficiency & Productivity
- Leadership Styles & Techniques
  - Motivating Workers
- Evaluating Performance
  - Creating Appropriate Performance Reviews
  - Compensations systems
- Communicating to Internal and External Audiences
- Managing Change
- New Business Careers & Opportunities

## Journals

Harvard Business Review

## Selected Bibliography

- Albright, Marcy & Clay Carr. *101 Biggest Mistakes Managers Make*. NY: Prentice Hall, 1997.
- Bean, Roger & Russell Radford. *The Business of Innovation: Managing the Corporate Imagination for Maximum Results*. NY: AMACOM, 2001.
- Brannick, Ph.D., Joan & Jim Harris, Ph.D. *Finding and Keeping Great Employees*. NY: AMACOM, 1999.
- Buckingham, Marcus & Curt Coffman. *First, Break the Rules*. NY: Simon & Schuster, 1999.
- Champy, James & Michael Hammer. *Reengineering the Corporation*. NY: Harper Business, 2001.
- Covey, Stephen R. *The 7 Habits of Highly Effective People*. NY: Fireside-Simon Shuster, 1989.
- Drucker, Peter. *Management Challenges for the 21<sup>st</sup> Century*. NY: Harper Business, 1999.
- Fitz-enz, Jac. *The E-Aligned Enterprise: How to Map and Measure Your Company's Course in the New Economy*. NY: AMACOM, 2001.
- Flaherty, John E. *Peter Drucker – Shaping the Managerial Mind*. NY: Jossey-Bass, 1999.
- Fogg, C. Davis. *Team-Based Strategic Planning: A Complete Guide to Structuring, Facilitating & Implementing the Process*. NY: AMACOM, 1995.
- Gates, Bill. *Business at the Speed of Thought*. NY: Warner Books, 1999.
- Goleman, David. *Working with Emotional Intelligence*. NY: Bantam, 1998.
- Hamel, Gary. *Leading the Revolution*. Cambridge: Harvard Business School Press, 2000.
- Hanan, Mack & Peter Karp. *Competing on Value*. NY: AMACOM 1991.
- Kouzes, James & Barry Posner. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1995.
- Lewis, James P. *Fundamentals of Project Management*. 2<sup>nd</sup> ed. NY: AMACOM, 2001.
- Locker, Kitty O., *Business & Administrative Communication*, 5<sup>th</sup> ed., McGraw-Hill Higher Education.
- Mackenzie, Alec. *The Time Trap: The Classic Book on Time Management*, 3<sup>rd</sup> ed. NY: AMACOM, 1997.
- Maister, David H., *Practice What you Preach “What Managers Must Do To Create a High Achievement*

*Culture.*” Free Press, 2001

Maister, David H., True Professionalism, *GemStar e-books*. NY: Simon & Shuster Trade, 1997

Pearce, Terry. *Leading Out Loud*. San Francisco: Jossey-Bass, 1995.

Thomas, Jr., R. Roosevelt. *Building a House for Diversity: How a Fable About a Giraffe and an Elephant Offers New Strategies for Today’s Workforce*. NY: AMACOM, 1999.

Thomsett, Michael C. *The Little Black Book of Project Management*. NY: AMACOM, 1990.

Wesley, Addison. *The Discipline of Market Leaders*. San Francisco: Jossey-Bass, 1995.

# Business Research & Statistics

## Overview

Business Research is defined as systematic inquiry whose objective it is to solve managerial problems. Students will learn a variety of techniques and tools to solicit, evaluate and communicate information for problem solving purposes. The course will look at different types of research processes; how to write a research proposal; create and implement design strategies; gather and evaluate data, and then present the results to appropriate audiences. There will be a strong emphasis on statistical skills and analytic techniques.

## OUTCOMES

Students are expected to:

1. Demonstrate their understanding of different types of research and be able to select the type of research most beneficial for a given goal and then structure a research proposal and carry it out.
2. Demonstrate proficiency in the organizing and presentation of statistical data, the use of descriptive statistics to define them and the interpretation of results.
3. Draw statistical samples and make estimations about populations including analysis through hypothesis testing and the design of forecasting models.

## Topics

Applied Research

Primary & Secondary Information

Types of Research: Historical; Descriptive; Empirical; Philosophical; Scientific

Presentation of Statistical Data

Descriptive Statistics

Probability and Probability Distributions

Sampling and Estimation

Hypotheses Testing

Regression Analysis

Quality Initiatives

Production Systems

Projects

Inventory Control

Linear Programming

Queuing

## Required Texts

Zikmund, William G. *Business Research Methods*, 7<sup>th</sup> ed. OH: South-Western, 2003.

## Selected Bibliography

- Aczel, Amir D. & Jayavel Sounderpandian. *Complete Business Statistics*, 5<sup>th</sup> ed. NY: McGraw-Hill Higher Education, 2001.
- Anderson, David Ray, Dennis J. Sweeney & Thomas A. Williams. *Essentials of Statistics for Business and Economics*, 3<sup>rd</sup> ed. OH: South-Western College Publishing, 2002.
- Breyfogle, Forrest W. *Implementing Six Sigma: Smarter Solutions Using Statistical Methods*. MA: John Wiley & Sons, Inc., 1999.
- Cooper, Donald R. & Pamela S. Schindler. *Business Research Methods*, 8<sup>th</sup> ed. NY: Irwin McGraw-Hill, 2002.
- Davis, Duane L. *Business Research for Decision Making*. OH: Duxbury Resource Center, 1999.
- Doorley, Thomas L. & John M. Donovan. *Value Creating Growth*. CA: Jossey-Bass, 1999.
- Evans, James R. & William M. Lindsay. *The Management and Control of Quality*. OH: South Western Publishing, 1999.
- Gabor, Andrea. *The Man Who Discovered Quality*. NY: Penguin Books, 1990.
- Harvard Business Review. *Harvard Business Review on Knowledge Management*. MA: Harvard Business School Publishing, 1998.
- Hubbard, Dean L, ed. *Continuous Quality Improvement*. MD: Prescott Publishing, 1993.
- Keller, Gerald & Brian Warrack. *Statistics for Management and Economics*, 6<sup>th</sup> ed. OH: Brooks/Cole Publishing, 2002.
- Levine, David M., Mark L. Berenson, David Stephan & Timothy C. Krehbiel. *Statistics for Managers Using Microsoft Excel*, 3<sup>rd</sup> ed. NJ: Prentice Hall Professional Technical Reference, 2001.
- Mason, Robert D., Douglas A. Lind & William D. Marchal. *Statistical Techniques in Business and Economics*. NY: Irwin McGraw-Hill, 1999.
- McClave, James T., Terry Sincich & P. George Benson. *Statistics for Business and Economics*, 8<sup>th</sup> ed. NJ: Prentice Hall Professional Technical Reference, 2000.
- Milewski, E. & Louise J. Clark. *The Essentials of Business Statistics*. DC: Research & Education Association, 1990.
- Neufeld, John L. *Learning Business Statistics with Microsoft Excel 2000*. NJ: Prentice Hall Professional Technical Reference, 2000.
- O'Sullivan, Arthur and Steven Sheffrin. *Economics: Principles and Tools*, 3<sup>rd</sup> Ed. NJ: Prentice Hall, 2003.
- Rea, Louis M., Richard A. Parker & Alan Shrader. *Designing and Conducting Survey Research: A Comprehensive Guide*, 2<sup>nd</sup> ed. CA: Jossey-Bass Inc., 1997.
- Salkind, Neil J. *Exploring Research*, 5<sup>th</sup> ed. NJ: Pearson Education, 2002.
- Siegel, Andrew F. *Practical Business Statistics*, 4<sup>th</sup> ed. NY: McGraw-Hill Higher Education, 1999.
- Stamp, Daniel. *The Invisible Assembly Line*. NY: AMACO, 1995.
- Wonnacott, Thomas H. & Ronald J. *Introductory Statistics*. MA: John Wiley & Sons, 1990.

# Principles of Financial Accounting

## Overview

Accounting is the language of business, and learning to speak and understand this language provides a foundation for the success of the future business manager. Businesses organize and condense their economic activity into summary reports called financial statements. These financial statements are relevant to the loan, investment, acquisition, employment, political and other business decisions made by business managers. Financial Accounting provides both a conceptual and technical framework for students to understand the use of financial information and its pivotal importance to the success of a business enterprise.

The course focuses on the business context of accounting and its interaction with business, resulting in the student's being able to perform financial statement analyses to evaluate the performance and health of a business. This is done by using accounting in familiar and real financial situations that give the students practice in drawing inferences from numbers by focusing on the operating, investing, and financing activities of a corporation.

## OUTCOMES

Students are expected to:

1. Demonstrate their understanding of the accounting process including the analysis and recording of business transactions.
2. Be able to identify, collect, record, summarize, and analyze general business transactions pertaining to the exchange of assets or services and their effects on a business.
3. Be able to summarize and report the results of business transactions.
4. Use techniques associated with analyzing financial statements to enable sound decision-making.
5. Know how to prepare and use financial statements as a managerial tool.

## Topics

Introduction to Financial Statements

Nature and Purpose of Financial Accounting

Measuring Business Transactions

Overview of the Financial Statements

Introduction to Financial Statement Analysis

The Balance Sheet

The Income Statement

The Statement of Cash Flows

## The Accounting Information System

### Operating Decisions

- Revenue Cycle, Sales, Receivables and Cash
- Cost of Goods Sold and Inventory
- Expenditure Cycle: Other Operating Items

### Investing Decisions

- Investments in Operating Assets
- Investments in Securities

### Financing Decisions

- Financing with Debt
- Financing With Equity

### Other Reporting and Analysis Situations

- Accounting in a Global Market
- Changing Prices and Alternative Accounting Methods

## Required Text

Diamond, Michael A, Stice and Stice. *Financial Accounting: Reporting and Analysis*, 7<sup>th</sup> ed.  
OH: South-Western Thomson Learning, 2005.

## Journals

CPA Journal  
Journal of Accountancy

## Internet Resources

AccountingNet. <http://www.accountingnet.com/>

Founded and maintained by accountants, AccountingNet offers an extensive collection of information pertaining to the accounting field.

AICPA Online. <http://www.aicpa.org/index.htm>

American Institute of Certified Public Accountants website.

American Accounting Association. <http://www.rutgers.edu/Accounting/raw/aaa>

American Accounting Association website.

Tax and Accounting sites Directory. <http://www.taxsites.com>

Tax and accounting sites directory.

## Selected Bibliography

Abdel-Khalik, Rashad. *The Blackwell Encyclopedic Dictionary of Accounting*. Cambridge: Blackwell Business, 1997.

Albrecht, W. *Ethical Issues in the Practice of Accounting*. OH: South-Western College Publishing, 1992.

Albrecht, W. Steve, Stice, James D., and Stice, Earl K. *Financial Accounting*, 8<sup>th</sup> ed  
OH: South-Western College Publishing, 2001.

- Bernstein, Leopold A., and Wild, John J. *Analysis of Financial Statements*, 5<sup>th</sup> ed. NY: Mc-Graw Hill Professional Publishing, 1999.
- Brock, Horace R., Palmer, Charles E., and Prices, John Ellis, *Accounting: Principles and Applications: College Course*. New York: Gregg Division, McGraw-Hill, 1990.
- Chatten, Moira, and Gill, James O. *Understanding Financial Statements: A Primer of Useful Information*, 3<sup>rd</sup> ed. Crisp Publications, 1999.
- Cotell, Philip, Jr., and Terry Perlin. *Accounting Ethics*. CT: Quorum Books, 1990.
- Droms, William G. *Finance and Accounting for Nonfinancial Managers*, 4<sup>th</sup> ed. Perseus Press, 1998.
- Ferris, Kenneth R., Tennant, Kirk L., and Jerris, Scott I. *How to Understand Financial Statements: A Nontechnical Guide for Financial Analysts, Managers, and Executives*. NJ: Prentice-Hall Trade, 1992.
- Fess, Philip E., and Warren, Carl S., *Accounting Principles*. Cincinnati: South Western Publishers Co., 1990.
- Fraser, Lyn M., and Ormiston, Aileen. *Understanding Financial Statements*, 6<sup>th</sup> ed. NJ: Prentice-Hall, 2001.
- Friedlob, G. Thomas, and Plewa, Franklin, Jr. *Understanding Balance Sheets*, 1<sup>st</sup> ed. NY: John Wiley & Sons, 1996.
- Friedlob, G. Thomas, Plewa, Franklin James, and Plewa, Franklin, Jr. *Financial and Business Statements*, 2<sup>nd</sup> ed., NY: Barrons Educational Series, 2000.
- GAAP Interpretation and Application*. New York: Wiley, 1992.
- Graham, Benjamin O., Meredith, Spencer B., and Price, Michael F. *The Interpretation of Financial Statements*. NY: Harperbusiness, 1998.
- Hirst D. Eric, McNally and MaryLea. *Cases in Financial Reporting: An Integrated Approach With An Emphasis on Earnings and Persistence*. NJ: Prentice-Hall, 2000.
- How to Read A Financial Report: Wringing Vital Signs Out of the Numbers*, 5th ed. NY: John Wiley & Sons, 1999.
- Harrison, Walter T., Jr., and Horngren, Charles T. *Financial Accounting and GAP Annual Report*, 4<sup>th</sup> ed. NJ: Prentice-Hall, 2000.
- Hendricksen, Eldon S., and van Breda, Michael F., *Accounting Theory*. Homewood, IL: Irwin, 1992.
- Hollander, Anita, Cherrington, J. Owen, and Denna, Eric L. *Accounting, Information, Technology, and Business Solutions*, 2<sup>nd</sup> ed. NY: Mc-Graw Hill Higher Education, 2000.
- Horngren, Charles T., Sundem, Gary L., and Elliott, John A. *Introduction to Financial Accounting*, 7<sup>th</sup> ed. NJ: Prentice-Hall, 1998.
- Jones, Kumen H., Werner, Michael L., Terrell, Katherine P., and Terrell, Robert L. *An Introduction to Financial Accounting: A User Perspective*, 2nd ed., NJ: Prentice-Hall College Division, 1999.
- Jones, Kumen H., Werner, Michael L., Terrell, Katherine P., and Terrell, Robert L. *Introduction to Financial Accounting and EBiz Package*, 2nd ed., NJ: Prentice-Hall College Division, 2000.
- Kimmel, Paul D., Weygandt, Jerry J., and Kieso, Donald E. *Financial Accounting: Tools for Business Decision Making with Annual Report*, 2<sup>nd</sup> ed. NY: John Wiley & Sons, 2000.
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- Marshall, David H., *A Survey of Accounting: What the Numbers Mean*. Homewood: Irwin, 1993.
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- McGraw-Hill, 1993.
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- Miller GAAPGuide 2001. Restatement and Analysis of Current FASB Standards*.  
NY: Harcourt Brace, 2000.
- Mueller, Gerhard G., Gemon, Helen, and Meek, and Gary K. *Accounting: An International Perspective: A Simplement to Introductory Accounting Textbook*. Burr Ridge, IL: Irwin, 1994.
- Needles, Bevlard E. Jr., and Powers, Marion. *Financial and Managerial Accounting*,  
5<sup>th</sup> ed. NY: Houghton Mifflin College, 2000.
- Needles, Bevlard E. Jr., Powers, Marian, and Julius, Edward H. *Financial Accounting*  
6<sup>th</sup> ed. NY: Houghton-Mifflin College, 1998.
- Nobes, Christopher and Robert Parker, *Comparative International Accounting*. New York: Prentice Hall, 1991.
- Pratt, Jamie. *Financial Accounting In an Economic Context*, 4th ed. OH: South-Western College Publishing, 1999.
- Press, Eric. *Analyzing Financial Statements: 25 Keys to Understanding the Numbers*.  
NY: The New York Times Pocket MBA Series, Liebhar-Friedman Books, 1999.
- Rachlin, Robert, and Sweeny, Allen. *Accounting and Financial Fundamentals for Nonfinancial Executives*, 2<sup>nd</sup> ed. NY: Amacon, 1996.
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- Schilit, Howard Mark, Ph.D. *Financial Shenanigans: How to Detect Accounting Gimmicks and Fraud in Financial Reports*. NY: McGraw-Hill Professional Publishing, 1993.
- Schoenebeck, Karen P. *Interpreting and Analyzing Financial Statements*. NJ: Prentice-Hall, 2000.
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- Solomon, Lanny M. et al. *Accounting: The Foundation for Business Success*. Cincinnati: South-Western College Publishers, 1996.
- Stickney, Clyde P. and Brown, Paul R. *Financial Report and Statement Analysis*.  
4<sup>th</sup> ed. CA: Harcourt College Publishers, 1999.
- Stickney, Clyde P, and Weil, Ramon L. *Financial Accounting: An Introduction to Concepts, Methods, and Uses (The Dryden Press Series in Accounting)*.  
9<sup>th</sup> ed. CA: Harcourt College Publishers, 2000.
- Szurovy, Geza (Contributor) and Costales. S. B. *The Guide to Understanding Financial Statements*, 2<sup>nd</sup> ed. NY: McGraw-Hill Professional Publishing, 1993.
- Taetzsch, Lyn. *Practical Accounting for Small Businesses*. New York: Petrocelli/Charter, 1997.
- Vickman, Thomas M. *Handbook of Model Accounting Reports and Formats*. Englewood Cliffs, NJ: Prentice-Hall, 1995.
- Warren, Carl S., Reeve, James M., and Fess, Philip E. *Financial Accounting*, 8<sup>th</sup>ed.  
OH: South-Western College Publishing, 2001.
- Warren, Carl S., Reeve, James M., and Fess, Philip E. *Financial and Managerial Accounting*, 7<sup>th</sup> ed. OH: South-Western College Publishing, 2001.
- Weygandt, Jerry J., Kieso, Donald E., and Kimmel, Paul D. *Financial Accounting*,  
3<sup>rd</sup> ed. NY: John Wiley & Sons, 1999.
- White, Gerald I., Sondhi, Ashwinpaul C., and Fried, Dov. *The Analysis and Use of Financial Statements*, 3rd ed. NY: John Wiley & Sons, 2001.
- Wild, John J., Bernstein, Leopold A., and Subramanyan, K. R. *Financial Statement Analysis*, 7<sup>th</sup> ed. NY: Mc-Graw Hill Higher Education, 2000.
- Yardnall, Gerard L, and Rikert, Richard, eds. *Accounting Trends and Techniques: Annual Survey of Accounting Practices Followed in 600 Stockholders' Reports*. New York: AICPA, 1998.



# Management Information Systems (MIS)

## Overview

Managing in an information-intensive environment requires skills and knowledge of business and systems change. This course teaches strategies for aligning a firm's information systems with rapidly changing business environments, taking both the perspective of organizational and technical issues.

Enabling organizational change with information technology is a process fraught with difficulties. According to several studies of information systems projects, over 80% of such projects are not finished on time, within the budget or with all the features. Surveys also show that 30% (or, according to some studies, as much as 50%) of software projects are cancelled. These project failures stem, most of the time, from the inability to clearly understand how information technology, the organization where it is implemented, and the people who work in that organization interact. This course focuses on the interdependence between organizations, people and information technology by examining several key areas:

- Managing Business Process Redesign and Software Development
- Managing Projects and Changes
- Information Technology Leadership
- Managing Enterprise Information Systems

This course presents the key issues facing both entrepreneurs as well as line and senior managers in corporate IT settings. Cases, readings, guest lecturers, and discussion will be used to build a perspective on the issues and key practices in managing information systems as a strategic asset in the modern firm and to explore topics such as reengineering, systems analysis, development and implementation, legacy and enterprise information systems, and project management.

## Outcomes

Students are expected to:

1. Demonstrate their understanding of the operational and strategic uses of computers and computer networks in organizations,
2. Be able to analyze system inter-relations, information flows, transaction processing, and applications of database management.
3. Know how to select appropriate information processing tools and services for a specific industry application.

## Topics

1. Computer Industry Structure & Information Services Fundamentals of Information Systems: System Concepts, Components, Resources, & Activities; Computer Hardware and Software
2. Information Systems in Business Management: Office Automation; Communications; Marketing; Manufacturing; Human Resource, Accounting; Finance; Operations, and Management Decision Support
3. Database Management; Database Services and Navigation Tools Telecommunications: Major Trends, Concepts, Applications & Technical Alternatives in The Information Superhighway, Broadband Networks, Digitization
4. The Digital Firm: Electronic Commerce and Electronic Business
5. The Internet and the New Information Technology Infrastructure
6. Understanding the Business Value of Systems and Managing Change
7. Information Systems Security and Control

## 8. Ethical and Social Impact of Information systems

**Required Text**

Laudon, Kenneth C and Laudon, Jane. *Management Information Systems: Managing the Digital Firm*, 9th Ed. NJ: Prentice Hall PTR, 2005.

**Journals**

Wired  
Information Week

**Selected Bibliography**

- Andersen, Peter et al, eds. *The Computer as Medium*. Cambridge: Cambridge University Press, 1993.
- Arbib, Michael. *Computers and the Cybernetic Society*. NY: Harcourt Brace Jovanovich, 1984.
- Boar, Bernard. *Practical Steps for Aligning Information Technology with Business Strategies: How to Achieve a Competitive Advantage*. NY: Wiley, 1994.
- Burrus, Daniel and Roger Gittines. *Technotrends*. NY: HarperCollins, 1993.
- Daellenbach, Hans. *Systems and Decision-Making: A Management Science Approach*. Chichester: J. Wiley & Sons, 1994.
- Dordick, H. & G. Wang. *The Information Society, A Retrospective View*. CA: Sage, 1993.
- Deutsch, D. *The Fabric of Reality*. NY: Penguin, 1997.
- Feenberg, Andrew & Alastair Hannay. *Technology & the Politics of Knowledge*. Bloomington, Indiana, 1995.
- Flood, Robert. *Creative Problem Solving: Total Systems Intervention*. NY: Wiley, 1991.
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