

# Contents

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College of Business Mission Statement .....	2	Graduate School Code of Conduct	
Bryant University Accreditation.....	3	Behavior and Discipline.....	12
Nondiscrimination Policy .....	3	Harassment	
Conditions of Enrollment and Rights Reserved by the University.....	3	Protection from Harassment – Policy Statement.....	13
History and Background of the Graduate Programs.....	3	Reporting Procedures.....	13-14
Bryant University: The Knowledge and Character of Success .....	4	Resource List .....	14
<b>Application Requirements</b>		Information Services	
Domestic Applicants .....	5	Network Acceptable Use Policy	
International Applicants .....	5	E-mail.....	14
Deferred Admission .....	6	Peer-to-Peer File Sharing.....	14
Re-admit Policy.....	6	Bryant.edu Domain Name .....	14
Non-matriculating Students.....	6	<b>Tuition, Fees, and Financial Aid</b>	
<b>Academic Policies and Procedures</b>		2013-2014 Tuition, Fees, and Deposits.....	15
Academic Program Planning.....	7	Tuition .....	15
Waivers.....	7	Fees .....	15
Transfer Credits .....	7	Deposits.....	15
Registration.....	8	Reimbursement of Graduate Tuition by Employer.....	15
Time Limitation for Program Completion .....	8	Course Withdrawals and Refunds	
Directed Independent Study.....	8	Dropping a Course.....	15
Auditing a Course .....	8	Withdrawing from a Course .....	16
Leave of Absence.....	9	Tuition Refunds.....	16
Cancellation of Classes .....	9	Withdrawal from the University.....	16
Grading System .....	9	Graduate Assistantships .....	17
GPA Calculations .....	10	Endowed Scholarships	
Academic Standing.....	10	Graduate Alumni Council Scholarship.....	17
Graduation.....	11	Kenneth R. and Janet MacLean Scholarship .....	17
Honors at Graduation.....	11	Financing Options	
Academic Warning.....	11	William D. Ford Federal Direct Loan Program ....	17
Academic Honesty Policy.....	11	Alternative Education Loans .....	17
Academic Grievance Process.....	12	Veterans Administration Educational Benefits ....	17
		Private Scholarships.....	17

## Student Services

Beta Gamma Sigma.....	18
Graduate Student Association .....	18
Cultural and Recreational Opportunities .....	18
Art Series.....	18
George E. Bello Center for Information and Technology.....	18
Unistructure.....	19
Amica Center for Career Education.....	19
The Academic Center for Excellence (ACE) and the Writing Center	
Learning Specialists.....	19
Writing Center .....	19
Language and Learning Laboratory .....	20
Public Safety	
ID and Parking Sticker Policy.....	20
Parking and Traffic Rules.....	20
Bryant Center .....	20
The Intercultural Center for International Education and Multicultural Affairs .....	20
Bryant Bookstore and Online Purchases.....	21
Campus Ministry .....	21
Health Services .....	21
Koffler Technology Center.....	21
Campus Media	
<i>The Archway</i> .....	21
WJMF.....	21
The Ronald K. and Kati Machtley Interfaith Center .....	21
Athletic and Recreation Complex	
The Elizabeth Chace Wellness and Athletic Center.....	22
Gymnasium .....	22
Athletic Fields.....	22
Multipurpose Activities Center (MAC).....	22
Bulldog Stadium .....	22

## Programs of Study and Course Descriptions

### Master of Business Administration (MBA)

Learning Goals and Objectives.....	23
Two Year MBA Curriculum with Specializations.....	24
One Year MBA Curriculum with Specializations.....	25
MBA Program Required Courses.....	26-27
MBA Business Foundation Courses .....	26
MBA Introductory Course.....	26
MBA Core Courses.....	26-27

### MBA Electives

MBA Global Finance Specialization.....	28
MBA Global Supply Chain Specialization .....	29
MBA International Business Specialization.....	30

### Master of Public Accountancy (MPAc)

Learning Goals and Objectives.....	31
MPAc Program Required Courses.....	31-33
MPAc-TAX Program Requirements.....	34
MPAc-TAX Program Electives.....	35-36

### Master of Science in Taxation (MST)

Learning Goals and Objectives.....	37
MST Program Required Courses.....	37-38
MST Program Elective Courses.....	38-39

## Administration and Staff

Graduate School Administration .....	40
Bryant University Administration.....	40
Vice President's Advisory Council Academic Affairs .....	41
Bryant University Board of Trustees.....	42-43
College of Business Faculty Members.....	44-45

## Graduate School of Business Academic Calendar

Fall Semester – 2013 .....	46
Winter Session – 2014 .....	47
Spring Semester – 2014 .....	47
MBA & MST Summer Session – 2014 .....	48
MPAc & MPAc-TAX Summer Session I – 2014 .....	48
MPAc & MPAc-TAX Summer Session II – 2014 .....	48

# Bryant University

## Graduate School of Business 2013-2014 Academic Catalog

### **College of Business Mission Statement:**

*We prepare socially responsible thinkers, leaders and innovators for successful professional careers within the global business community.*

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Professional careers begin where theory and practice intersect. We provide students with a learner-centered environment, a broad knowledge base, the opportunity to develop areas of expertise that are in high demand and to apply their knowledge in practical settings.

- *We prepare thinkers* by offering a broad and multi-disciplinary knowledge base, with in-depth content in one or more specific business disciplines. The business degree experience is focused on the application of foundational theory in business settings. In addition, we develop students' critical thinking skills and ability to grapple with problems at a systemic level.
- *We prepare leaders* by cultivating the development of interpersonal skills and character. The curriculum provides students with numerous opportunities to learn about and practice leadership and collaboration skills, in small and large group settings, and with for-profit and non-profit organizations.
- *We prepare innovators* by presenting students with challenging business issues that allow them to apply their skills to real problems. The curriculum offers opportunities for students to develop creative business solutions and provides them with the necessary tools to successfully adapt to changes in the global business environment.

## Bryant University Accreditation

The University's accreditations by AACSB International – The Association to Advance Collegiate Schools of Business, and NEASC – New England Association of Schools and Colleges, demonstrate the school's rigorous academic standards.

## Nondiscrimination Policy

Bryant University admits students of any race, gender, sexual orientation, religion, color, national, or ethnic origin to all the rights, privileges, programs, and activities generally afforded or made available to students at the school. It does not discriminate unlawfully on the basis of race, gender, sexual orientation, religion, color, national, or ethnic origin in administration of its educational policies, admission policies, scholarships and loan programs, and athletic and other school-administered programs. In addition, Bryant University does not discriminate unlawfully against the disabled and is in full compliance with the Rehabilitation Act of 1973, as amended. Inquiries/complaints with regard to discrimination on the basis of race, gender, sexual orientation, religion, color, national, or ethnic origin should be directed to the Vice President of Student Affairs, Bryant University, Smithfield, RI 02917-1284, telephone (401) 232-6046. Persons may also contact Director, U.S. Department of Education, Office of Civil Rights, Region One, Boston, MA 02109, regarding the University's compliance with regulations.

## Conditions of Enrollment and Rights Reserved by the University

Bryant University reserves the right to modify its tuition rates, to add or withdraw members of its faculty, to rearrange its course and class hours, and to cancel courses for which registration falls below the required number of entrants.

## History and Background of the Graduate Programs

Bryant University, renowned as one of America's oldest, private business schools, has prepared generations of women and men for success in life and in their chosen professions. Bryant's Graduate School provides the

theoretical framework and the practical experience that enables students to lead people and effectively manage resources in a complex global marketplace. Business leaders throughout New England and around the world have benefited from Bryant's rigorous academic programs, world-class facilities and technology, and outstanding faculty. Bryant University has a long history of preparing students to excel in the world of commerce. Our graduate programs enable both full-time students and working professionals to fulfill rewarding careers, whether in corporations, service organizations, not-for-profit organizations or government. Bryant is committed to providing students with excellent faculty, facilities, and the resources they need for academic and personal success.

Bryant University initiated the Master of Business Administration (MBA) program in the fall of 1969. Today, students from diverse academic and industry backgrounds join a cohort class of professionals and complete an MBA degree program that is built on best-practices, know-what and know-how curriculum. Students may choose program study tracks that complete the MBA program in one or two years. Students may specialize the MBA curriculum in the areas of Global Supply Chain, Global Finance, or International Business. A general MBA is also available.

In 1978, a Master of Science in Taxation (MST) program was started so that tax practitioners could add to their technical and theoretical knowledge. Most MST students are experienced tax professionals, accountants, or attorneys who are seeking an in-depth knowledge of taxation in order to more effectively advise individual and corporate clients.

In the summer of 2007 Bryant University introduced the Master of Professional Accountancy (MPAc) degree. This program is designed to satisfy the "150-hour requirement" necessary for accounting professionals to become certified public accountants. Students can complete the MPAc program in two semesters of full-time attendance. In response to market demand, a tax concentration was added to the MPAc program in 2010.

Graduate programs are administered by the Graduate School. The two-year MBA and MST courses offered during the evening and the one-year MBA and MPAc courses offered during the day provide an opportunity for qualified men and women to obtain their advanced professional degrees.

# Bryant University: The Knowledge and Character of Success

In today's world of commerce, business leaders play an active part in international society and culture; they are able to respond intelligently and humanely to the demands of the modern world, understand and influence the behavior of others, and are active participants in terms of social and ethical issues. These capabilities call for business leaders to maintain a commitment to their own responsibilities as managers and decision makers. Bryant's long-standing reputation for excellence reflects how well the University prepares graduates for professional opportunities and leadership roles in a challenging, complex, and rapidly changing environment.

A Bryant education seeks to impart the "character of success." Since its founding in 1863, Bryant University has been enabling students to build the knowledge and character needed to achieve success in life and in business. As an institution Bryant strives to provide students with an education that helps them succeed as creative and responsible leaders in business, industry, government and society.



# Application Requirements

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## Domestic Applicants

Bryant University is committed to enrolling classes of students with strong credentials that show a high promise of professional success. To be admitted to any Bryant graduate program, applicants must be (or about to become) a graduate of an accredited, four-year college or university.

### *Applicants must submit:*

- Bryant University Graduate School application.  
Applicants may obtain an application online, download and print a copy, or request a copy in writing, by phone, or by e-mail.
- Official transcripts from ALL colleges and universities attended.
- One professional letter of recommendation.  
Recommenders may use the form available online or submit a written recommendation on letterhead.
- Official score on the Graduate Management Admission Test (GMAT).\*
- Statement of objectives (500 words maximum).  
The purpose of the statement is to explain why the applicant is applying to Bryant, the specific program, and how both will help the applicant achieve a future goal.
- A current resume.
- \$80 application fee.
- Interview  
*Admission interviews (optional)* can be scheduled by the Graduate School office or by the applicant. An admission interview is part of the application process and aids the Admission Committee in making appropriate admission decisions.

### *\*The only waivers granted for the GMAT are:*

- MST applicants who are Certified Public Accountants or who are enrolled agents.
- Applicants who hold a doctorate or terminal degree (PhD, MD, JD).
- MPAC applicants from an AACSB accredited program whose cumulative GPA is 3.5 or higher
- Bryant undergraduate students with a major in accounting who earn a final cumulative grade point average of 3.4 or better may waive the GMAT requirement.

Students who are enrolled full-time are required to forward completed health forms to Health Services and to show proof of health insurance.

## International Applicants

Students from across the globe who enroll in the Bryant University Graduate School bring valuable perspectives to the classroom. International students must secure the proper visa and enroll in the appropriate number of credits.

### *International Student Admission Requirements:*

- Applicant must provide documentation from an academic evaluation agency which indicates that the applicant has earned a degree equivalent to a U.S. bachelor's degree.
- Bryant University Graduate School application.  
Applications are available online or a copy of the application can be requested in writing, by phone, or by e-mail.
- Official transcripts from all colleges or universities attended, translated into English and converted to a 4.0 scale.

- One professional letter of recommendation. Recommenders may use the available form online or submit a recommendation on letterhead.
- Official score on the Graduate Management Admission Test (GMAT). GMAT waivers are available to MBA applicants who hold an earned doctorate, MPAC applicants who have earned a 3.5 cumulative undergraduate GPA from an AACSB accredited institution, or for MST applicants who are certified public accountants or enrolled agents.
- A current resume.
- Interview – An interview (either in person or by phone) is strongly recommended for graduate school applicants.
- Statement of objective (500 words maximum).
- \$80 application fee.
- Official TOEFL score for applicants whose native language is not English or whose undergraduate instruction was not conducted in English.
- International Graduate Student Certification of Finances from international applicants seeking an I-20.

### **Deferred Admission**

If an accepted student cannot begin classes in the semester for which he/she applied, the student may defer his/her admission until the next term. Requests for a deferral must be made in writing to the Graduate School and may be approved for up to one year. If an applicant matriculates into a program within a one-year period, the commitment fee is applicable toward tuition fees.

### **Re-admit Policy**

If a student withdraws from Bryant and later wishes to resume graduate work, he or she will be required to re-apply to the Graduate School and will be responsible for the degree requirements that are in place at the time of re-admission. If the student's file is available, the student will be required to submit a new application, statement of objectives, resume and an \$80 application fee. If the file is not available, a complete application package must be submitted by the applicant. Permission to re-enroll will be granted only after a review of the student's academic record by the Admission Committee.

- If the student's course(s) were completed within the last three years, all courses, credits and grades previously taken will be applied to the student's degree requirements.
- If the courses are between three and five years old, the courses will be reviewed by the appropriate department chairpersons. Those courses that are deemed to still be current by the department will be applied to the student's transcript. Those that are not approved will be listed on the student's transcript but not computed in the grade point average calculation.
- Courses that are older than five years old are not generally accepted toward the degree program but will appear on the student's transcript. Neither the credits nor the grades previously earned will be calculated in the student's grade point average.

### **Non-matriculating Students**

A non-matriculating student is defined as a student who is enrolled in a degree program at an institution other than Bryant University and who wishes to take one or more courses at Bryant to transfer to his/her home institution. A non-matriculating student must complete the first page of the Bryant application and submit an application fee of \$80 and a letter from his/her dean or advisor indicating that he/she has been pre-approved to take a course(s) at Bryant. A non-matriculating student can register for a course(s) two weeks before classes begin and as long as there is space available. Non-matriculating students are eligible to select only from Bryant's elective course offerings.

# Academic Policies and Procedures

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## **Academic Program Planning**

Graduate School academic advisors are available to assist students with registration and the planning and selection of courses. Advisors can also review a student's academic standing as well as review program and policy information. Students are encouraged to contact the Graduate School office with any questions or concerns. Academic advisors are available by appointment.

## **Waivers**

Applicants accepted to the Graduate School will have their undergraduate and graduate transcripts evaluated for waivers and transfer courses. The following guidelines provide further clarification of our waiver and transfer options.

The Graduate School faculty and administration expects a solid grounding in economics and statistics as an essential element for full preparation to complete the Bryant University MBA program.

### ***MBA501 Economics for Business***

This course may be waived if a student has successfully completed both Micro and Macroeconomics at the college level.

### ***MBA505 Applied Business Statistics***

This course may be waived if a student has successfully completed Statistics at the college level.

In general this implies that the graduate school will waive a foundation requirement if the course was taken at an accredited institution and covered topics generally reflective of the content for MBA501 and MBA505 with an effective window of about five years and the grade earned was a B or better. Foundation courses may be waived that are beyond five years when it is evident that an individual is by virtue of current employment, professional experience, or some other basis conversant with fundamental concepts in one or both of these disciplines [e.g., an individual employed in the finance industry who works in a context that routinely assumes knowledge and use of key economic concepts].

Bryant also reserves the right to require an applicant to retake a foundation course that was taken within the five year window when there is indication of such need. [e.g., the grade earned was less than B].

Acceptable math preparation coursework from Bryant's undergraduate program is MATH201 [or equivalent]; acceptable economics preparation coursework from Bryant's undergraduate program [or the equivalent from another accredited institution] include ECO113 [or equivalent] and ECO114 [or equivalent].

## **Transfer Credits**

It is the expectation of the Graduate School that graduate students will complete all degree requirements at Bryant University.

Students who have completed course work prior to matriculation may transfer up to two, three credit courses to their degree program. Transfer credits from an incomplete degree are limited to those taken within the last three years with a grade of 'B' or better from an institution accredited by AACSB-International. Students who wish to transfer course work should submit a Transfer of Credit Request along with a course description or course syllabus to the Graduate School. The Graduate School will forward the request to the appropriate department chair for evaluation. If the request is approved, the course(s) will be applied to their Bryant degree requirements and students will receive an updated curriculum outline. The graduate school will not accept transfer courses that are equivalent to MBA520 or MBA521.

If, for extenuating circumstances, a student needs to enroll in a graduate course(s) at an institution other than Bryant, the student must submit a Transfer of Credit Request to the Graduate School. The Graduate School will coordinate the academic review process and once a decision is made will notify the student in writing. In order for the course credits to transfer to Bryant, a course must be taken at an AACSB-International accredited institution. Students must earn a 'B' or better and upon completion of the course must submit an official transcript to the Graduate School.



While courses approved for transfer appear as “T” on the Bryant transcript, grades of transferred courses are not used to calculate the grade point average.

### **Registration**

Only students who have been admitted to the Bryant Graduate School of Business may enroll in coursework. Courses in the Master of Business Administration program are designed as a three-semester per year course of study. Thus, students are expected to maintain continuous enrollment throughout their program of study and are expected to proceed through the program with the cohort with which they were admitted.

The Master of Science in Taxation degree is a part-time program. Therefore, students may register for either one or two courses per semester. Understanding the work responsibilities of tax practitioners, students in the MST program are not limited in the number of Leaves of Absence but must complete all degree requirements within a six year time period.

The Masters of Professional Accountancy is a full-time day program which is typically completed in two semesters of full-time enrollment.

The MPAC with a Tax concentration is a full-time program featuring courses that meet in the day and evening. The MPAC Tax is typically completed in two full-time semesters.

### **Time Limitations for Completion of Program**

Students are allowed a maximum of six years to complete all requirements of the MBA, MST, and MPAC programs.

### **Directed Independent Study**

Directed Independent Study [DIS] coursework is intended to offer the opportunity for greater depth of learning or the supplementation of content otherwise not offered by the Bryant curriculum. Hence, the role of DIS should be considered as an alternate for academic credit in a student’s program only when it augments existing courses or provides opportunity for more specialized learning. Stated differently, directed independent study will not be approved when such proposals represent a duplication of existing coursework alternatives or simply course topics justified

on the basis of convenience or instructor preference. No more than one directed-independent study is permitted within each graduate student’s curriculum.

*Any student who registers for a directed-independent study course must perform the following steps:*

1. The student should contact a department chairman or graduate faculty member in the appropriate discipline to request the determination of a faculty advisor to oversee a course in Directed Study.
2. When a faculty advisor has been identified, the faculty member and student are expected to develop a detailed outline of requirements that would satisfy three graduate course credits. A detailed specification of assignments, including time and output expectations needs to be established, including course milestones and evaluation criteria.
3. If the faculty member and graduate student agree on the proposal, both the student and the professor sign an Independent Study Request form and attach the proposal and send it to the chairman of the department and the Associate Dean for final approval. A copy of form and the approved proposal is to be submitted to the Graduate School for registration and recording purposes.
4. If the proposal is approved by all parties, the student may register for the course.
5. The advising faculty member is expected to submit a final grade at the end of the semester.

### **Auditing a Course**

Graduates of an MBA, MST, MPAC, MPAC-TAX, or other graduate business program may audit a course as long as prerequisites have been met and there is space available in the course. Students register a week before classes begin with the approval of the course instructor. No credit or quality points are given for the audited course. The grade on the transcript will appear as “AU” (for audit). Students are responsible for paying 100 percent of tuition.

**NOTE:** Bryant Graduate School alumni will pay 50 percent of course tuition to audit a course.

## Leave of Absence

By virtue of Bryant's MBA program design as a three semester per year plan of study, admitted students are expected to proceed through the program with the cohort they were admitted with at the beginning of their MBA studies. Stated differently, students, upon admission, are expected to complete their MBA degree requirements by continuous enrollment in the time specified by the program in which they entered.

Although leaves of absence from the MBA program are discouraged, it is recognized that occasionally there are significant life-altering events that may result in the need for a student to suspend continuous enrollment from their respective program on a temporary basis. Consequently, any student who, prior to completion of the MBA requirements, seeks to decline registration for an upcoming semester may do so by registering for a Leave of Absence (LOA) by completing an official LOA form with the Office of Academic Records and Registration. An MBA student on a leave of absence may re-enter the program on a space available basis. Students are still expected to complete their program within a six year time frame. Students on military deployment are exempt from this policy.

Students in the MPAC and MST programs who do not plan to register for a given semester should contact the Graduate School director of graduate administration and student services.

## Cancellation of Classes

Cancellation/delay of classes due to weather conditions will be announced over local radio and television stations. A detailed message will also be available by calling the University's emergency line at (401) 232-6002.

The announcement to cancel or delay classes will also be available on the university website at [www.bryant.edu](http://www.bryant.edu). When individual classes are cancelled, students will be notified via their Bryant e-mail accounts.

## Grading System

The graduate programs use the following grading system:

GRADE	GRADE POINTS
A	4.0 Excellent
A-	3.7
B+	3.3
B	3.0 Good
B-	2.7
C+	2.3
C	2.0 Satisfactory
F	0.0

**NOTE:** Values assigned to each letter grade are determined by individual faculty members.

*Letter Grades of B-, C+, and C:* These grades, though acceptable, represent average performance and thus, must be offset by other higher grades in order to maintain a 3.0 cumulative average and subsequently to graduate from the program.

*Letter Grade of F:* A letter grade of "F" indicates a course failure and remains on the transcript and is included in all future GPA calculations. If an "F" was earned in a core course, the core course must be repeated. If an "F" was earned in an elective, that specific course does not have to be repeated. However, the student must enroll in another elective in order to successfully complete the total number of credits required to earn the degree. The student's transcript will record both course enrollments and grades.

*I – Incomplete* (because of extenuating circumstances, the instructor has allowed additional time, (e.g. two weeks, to complete the course.) The Incomplete is not included in calculating the GPA. If the Incomplete is not finished before the end of the next regular term (i.e., Fall or Spring terms), the grade will automatically be converted to an F. For purposes of this policy, “end of the next regular term” shall be interpreted to mean the last date on which that instructor’s grades must be submitted.

*AU – Audit grade.* Grade not included in calculation of GPA.

*W* – Student is allowed to withdraw from a **course** after the add/drop period and up until the end of the 10th week of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of Academic Records and Registration with no academic penalty incurred.

*WD* – Student is allowed to withdraw from a **semester** after the add/drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of Academic Records and Registration with no academic penalty incurred.

*WP* – At the discretion of the faculty member, student is allowed to withdraw without penalty after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of Academic Records and Registration.

*WF* – At the discretion of the faculty member, student is allowed to withdraw **WITH** penalty (failing grade) after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of Academic Records and Registration.

## **GPA Calculations**

Students are required to earn a cumulative grade point average (GPA) of 3.0 to successfully complete a graduate program. Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average.

Quality points are determined by multiplying credits by grade points. Grade points are 4.0 for an A, 3.7 for an A-, 3.3 for a B+, 3.0 for a B, 2.7 for a B-, 2.3 for a C+, 2.0 for a C, and 0.0 for a failure. The grade-point average (GPA) is determined by dividing the total quality points earned by the total credits completed.

## **Academic Standing**

Students must maintain a 3.0 GPA in order to earn their degree. If at the completion of the graduate program, the final GPA is below 3.0, a student may petition the Graduate School to complete a maximum of six additional credits (i.e., two, three credit courses) all to be completed at Bryant to meet the GPA minimum requirement. This extension of enrollment may be granted by the Dean of the College of Business.

## **Graduation**

During the fall or spring semester of a student's program, students should complete and submit to the Graduate School an *Application for Graduation* form.

Students who complete their degree requirements during a fall or summer term may participate in commencement exercises of that academic year.

## **Honors at Graduation**

To graduate with honors, a student must attain a grade-point average of 3.75 or better.

## **Academic Warning**

When a student's cumulative GPA falls below a 3.0, an academic warning will be issued. Two consecutive semesters of academic warning may result in dismissal from the Graduate School. Academic warning status will be reviewed on an individual case basis by the Director of the Graduate School. Dismissal decisions will be reviewed by the Dean of the College of Business.

## **Academic Honesty Policy**

A high standard of conduct is expected. A graduate student's education is the result of his or her initiative and industry. Each Bryant graduate student, accordingly, understands that to submit work that is not his/her own is not only a transgression of University policy but also a violation of personal integrity.

The academic community, therefore, does not tolerate any form of "cheating" – the dishonest use of assistance in the preparation of outside or in-class assignments. Such violations including, but not limited to, plagiarism are subject to disciplinary action. To preserve its commitment to the high standards of intellectual and professional behavior, Bryant University will respect intellectual excellence and expect intellectual honesty.

*The following due process procedure shall apply to cases of graduate students involving academic dishonesty:*

### **Step 1**

Instructors teaching graduate courses have the explicit responsibility to take action in alleged cases of academic dishonesty. This action may include the following:

- failing grade on assignment or exam
- failing grade for the course
- recommend dismissal from the Graduate School

### **Step 2**

The instructor's decision may be appealed by the student to the Graduate Faculty Advisory Committee (GFAC). The Committee may recommend to the Dean of the College of Business one of the following alternatives:

- To sustain the instructor's decision
- To place the student on probationary status, as specified by the Committee.  

This gives the Committee the right to review and monitor the student's academic performance for the duration of the probation period.
- To recommend dismissal of the student to the Dean of the College of Business
- To restore the individual to the status of a student in good standing

A similar process will be followed in cases of dishonesty other than academic.

## **Academic Grievance Process**

Students who have academic grievances are entitled to have their dispute reviewed by a formal and systematic process. Students have sixty (60) days from the time the grade is posted to initiate their concerns in writing to the professor of the course. The Academic Grievance Process should begin with a good-faith attempt for resolution between the student and professor.

In the event that an issue cannot be resolved between student and professor, the student must subsequently confer with the chairman of the academic department of the professor in question to seek resolution of the matter. Failing these first two steps, the student can seek resolution by appealing the matter to the Dean of the College of Business.

Prior to an appeal to the Dean of the College of Business, a student must complete a written statement which serves to summarize the basis of the grievance, indicate the resolution process preceding and leading up to an appeal first to the Associate Dean of the College of Business and then to the Dean, and a documentation of relevant material and correspondence between and among student, professor, and chairman.

If the issue cannot be resolved by the aforementioned steps, the student may request a hearing before the Graduate Student Academic Grievance Committee. The Graduate Student Academic Grievance Committee will report its findings to the Vice President for Academic Affairs for a final disposition.

At each stage in the grievance process a written record that summarizes each party's understanding and disposition is expected.

## **Graduate School Code of Conduct**

Bryant University is an educationally purposeful community – a place where faculty, staff and students work together to strengthen teaching and learning on campus. The campus is a place where high standards of civility are set and violations are challenged. Bryant University is a community whose members speak and listen carefully to each other. Bryant University is a

place where the sacredness of each person is honored and where diversity is aggressively pursued. Bryant University clearly states both its academic and social expectations. All must accept their obligations as citizens of the Bryant community and expect to be held accountable for behavior as individuals and members of groups. The university is a caring community where the well-being of each member is supported and where service to others is encouraged. All students are expected to obey applicable local state and federal laws as well as the policies of the university. These policies are found in The Student Handbook, Graduate Catalog and the University Policy Manual. All students are subject to disciplinary action for violations. Graduate violations of policy shall be adjudicated by the Graduate Disciplinary Committee. Procedures applying to this process are found in The Student Handbook (p. 77-87)

## **Behavior and Discipline**

The University expects students to assume responsibility for their actions. It also has an equal obligation to protect its educational purpose and the interests of its student body; therefore, it must be concerned with the actions of individuals or groups that are in conflict with the welfare and integrity of the University or in disregard for the rights of other students, faculty, or other members of the University community.

Complete guidelines and policies are found in The Student Handbook. When students enroll at Bryant University, it is assumed that they have a serious purpose and a sincere interest in their own social and intellectual development.

It is also assumed that students familiar with the regulations, procedures, and policies set forth at Bryant University have accepted them as a “way of life” during their stay at the University. They are expected to learn to cope with problems intelligently, reasonably, and with consideration for the rights of others; to obey laws and ordinances of the nation, state, and community of which they, as well as the University, are a part; and to conduct themselves peaceably in espousing changes they may consider necessary. As students prize rights and freedoms for themselves, they are expected to respect the rights and freedoms of others.

Students are subject to federal, state, and local laws as well as University rules and regulations. A student is not entitled to greater immunities or privileges before the law than those enjoyed by other citizens generally. Students are subject to such reasonable disciplinary action as deemed appropriate, including suspension and expulsion in appropriate cases for breach of federal, state, or local laws, or University rules or regulations. The principle extends to conduct off campus that is likely to have adverse effects on the University, or on the educational process, or which stamps the offender as an unfit associate for other students.

## Harassment

### **Protection from Harassment – Policy Statement**

Bryant University is committed to maintaining a working and learning environment which supports respect for the individual and for academic freedom, where all members of the community can work and learn in an atmosphere that is free from sexual or other types of harassment. It is the policy of Bryant University that no member of the University community, including faculty, staff, students, volunteers, interns, and third party contractors, may subject another to sexual or any other type of harassment.

Harassment on the basis of race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status undermines the basic principles of the Bryant community and will not be tolerated.

Harassment includes but is not limited to unwelcome verbal, electronic and/or physical conduct directed toward an individual or regarding an individual's race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status that has the purpose or effect of humiliating and/or intimidating an individual or hindering and/or interfering with work performance, academic status, or college life. In particular, sexual harassment is defined as unwanted sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual nature

where: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status; or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment in which to work or learn.

Bryant University considers harassment a very serious matter. Any person found to be engaging in harassment, including sexual harassment, or who aids and abets or incites such conduct, will be subject to disciplinary action, up to and including termination of employment or expulsion from an educational program of the University. Further, any retaliation against an individual for filing a complaint or for cooperating in an investigation of such a complaint is similarly prohibited and will not be tolerated.

### ***Reporting Procedures:***

Bryant University encourages the reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. To encourage persons to come forward, the University provides several channels of communication, information, and complaint resolution as outlined below.

### ***Information, Counseling and Advocacy:***

Anyone may seek advice, information or counseling on any matter, including matters relating to harassment, without having to lodge a complaint. Names and telephone numbers of these resources are listed under "Information/Counseling Resources."

### ***Informal Complaint Process:***

Either verbally or in writing, notify the offender firmly and promptly that his or her behavior is unwelcome. While dealing informally with a problem of harassment may resolve the matter more expeditiously and more confidentially, no action can be taken by the University when it is not aware of the harassing conduct. Hence, informal complaint procedures should not be used for severe or habitual cases of harassment.

### ***Formal Complaint/Reporting Process:***

When a formal complaint is received, the University will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

The investigation will include a private interview with the person(s) filing the complaint and with witnesses. The person(s) alleged to have committed harassment would also be interviewed. When the investigation has been completed, the results of that investigation, to the extent appropriate, will be shared with the person filing the complaint and the person alleged to have committed the conduct. If it is determined that inappropriate conduct has occurred, the University will act promptly to eliminate the offending conduct, and where appropriate, will impose disciplinary action.

### **Resource List**

#### ***Information/Counseling Resources:***

Counseling Services	(401) 232-6045
Health Services	(401) 232-6220
Student Affairs	(401) 232-6046

#### ***Internal Contact List:***

Vice President for Student Affairs/Dean of Students	(401) 232-6046
Associate Vice President for Human Resources	(401) 232-6011
Vice President for Academic Affairs	(401) 232-6060

## Information Services Network Acceptable Use Policy

All members of the Bryant University community who use the University computing, information, and communication resources must act responsibly. Every user is responsible for the integrity of these resources under their control. All users of University-owned or University-leased Information Services systems must respect the rights of other users, respect the integrity of the physical facilities and controls, and comply with all licenses and contractual agreements. [http://web.bryant.edu/~commtech/acceptable\\_use.html](http://web.bryant.edu/~commtech/acceptable_use.html)

### **E-mail**

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies. [http://web.bryant.edu/~commtech/acceptable\\_use.html](http://web.bryant.edu/~commtech/acceptable_use.html)

### **Peer-to-Peer File Sharing**

The Copyright Law of the United States (Title 17 U.S. Code) governs the making of copies of copyrighted material. **UNAUTHORIZED COPYING IS PROHIBITED!** The person using this equipment is liable for any infringement and can be prosecuted or held liable for monetary damages. [http://web.bryant.edu/~commtech/acceptable\\_use.html](http://web.bryant.edu/~commtech/acceptable_use.html)

### **Bryant.edu Domain Name**

According to the guidelines of the managing body of the top-level .EDU domain space, a registrant of a name in the .EDU domain may not use the .EDU domain for commercial purposes. The use of the "BRYANT.EDU" in any commercial related transaction is a violation of those guidelines. Any student using the "BRYANT.EDU" in any electronic service (e-mail, web, etc.) for commercial purposes jeopardizes his/her privilege to use those services. <http://net.educause.edu/edudomain/>

# Tuition, Fees, and Financial Aid

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## 2013-2014 Tuition, Fees, and Deposits

### **Tuition:**

One-year MBA	\$1,118 per credit
Two-year MBA	\$1,118 per credit
MPAc	\$1,176 per credit
MST	\$1,176 per credit

Tuition bills are sent to students via electronic billing. Students receive an E-Bill through their Bryant e-mail and have the option to pay online with a check, establish recurring payments, view current activity, and much more. Students may pay tuition online through their electronic account center with Master Card, American Express, Diner's Club, or China Union.

### **Fees:**

MPAc Commitment Fee:	\$250
MBA GIE Travel Fee:	\$1,500 - \$2,000
Application Fee:	\$80

An application fee of \$80 must accompany the Graduate School application. This fee pays for all matriculation expenses and is nonrefundable.

The MPAc students admitted to the Graduate School submit \$250 non-refundable commitment fee.

### **Deposits:**

MBA Commitment Deposit:	\$850
MST Commitment Deposit:	\$250

MBA students submit a non-refundable deposit of \$850 which represents tuition for the required one-credit course, MBA 515 Introduction to Management Concepts and Skills, and indicates their acceptance of admission and intention to enroll in the Bryant MBA program.

MST students submit a \$250 non-refundable commitment deposit which is applied to the student's tuition bill.

International students will not be issued an I-20 until the Graduate School receives the required commitment deposit.

## **Reimbursement of Graduate Tuition by Employer**

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer (third-party authorization) prior to each registration if the employer plans to pay the tuition directly to Bryant University. The third-party authorization must be submitted to the Bursar's Office each semester no later than the last day of the second week of class.

If the employer reimburses the student directly, the student must pay for his/her course. In addition, if the employer does not pay the tuition (e.g. when a student does not earn the required grade), the student is responsible for the tuition for that semester.

Graduate students are required to pay tuition in full by the second week of class. If by the end of the second week of class, an account remains outstanding, a \$75 late fee will be assessed to the account. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following semester until their balance is resolved.

## Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

### **Dropping a Course**

A student may drop a course during the Add/Drop period, as posted on the University calendar, and thus the course will not appear on the student's transcript.



## Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of Academic Records and Registration.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

## Tuition Refunds

*The complete refund schedule is as follows according to the date that written notice is received:*

First week	80 %
Second week	60 %
Third week	40 %
Fourth week	20 %
After fourth week	No refund

**NOTE:** For the purpose of tuition refund, the week begins at 12:00 a.m. on Sunday. The Graduate School reserves the right to adjust its refund policy during the summer semester based on class meetings.

All tuition refund and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of Academic Records and Registration. The amount of tuition reimbursement is based on the date written notice is received in the graduate office, not when the class was last attended. Telephone calls do not constitute notice. Students can provide documentation by fax (401) 232-6494 or by e-mail to [gradprog@bryant.edu](mailto:gradprog@bryant.edu). Students are encouraged to confirm that the Graduate School received the notification by calling (401) 232-6230.

Given the selective basis by which students are admitted to Bryant's various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant's programs, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

## Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Office of Academic Records and Registration. Such notice serves to notify the University of a student's intention not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

## Graduate Assistantships

Full-time graduate students are eligible to apply for graduate assistantships with an academic department usually related to their area of interest or professional background. Some of these competitive positions support faculty and involve conducting academic research or preparing class materials. These positions not only enhance the student's experience, they also allow for tuition remission.

Only applicants who have been accepted to a graduate program will be considered for an assistantship.

The total value of the graduate assistantship will be included as gross income to the recipient. Recipients of the assistantship will be required to complete and return an Employee Data Card, W-4 form and Employment Eligibility Verification (I-9) form to the Human Resources office prior to the award.

At the end of the year, recipients will receive a W-2 form stating the value of the assistantship for tax purposes.

## Endowed Scholarships

### **Graduate Alumni Council Scholarship**

This scholarship is awarded to graduate students who have maintained a 3.5 or better cumulative GPA and who have completed at least six advanced courses of their graduate program by the end of the fall semester. The candidate must demonstrate financial need, as well as work and community service experience. The Graduate School of Business will notify selected candidates.

### **Kenneth R. and Janet MacLean Scholarship**

This scholarship is awarded to a graduate student demonstrating superior academic performance and proven financial need. A new recipient is chosen each year.

## Financing Options

### **William D. Ford Federal Direct Loan Program**

Graduate students enrolled on at least a half-time basis can qualify for financial assistance through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) and a Federal Direct Loan Master Promissory Note. This is best accomplished online at the websites: [www.fafsa.ed.gov](http://www.fafsa.ed.gov) or <http://dlenote.ed.gov>. There may be additional participation requirements that can be obtained through the Office of Financial Aid.

### **Alternative Education Loans**

Privately funded alternative education loans are also available to graduate students at Bryant University. Further details are available in the Office of Financial Aid. Students may visit the office or contact the office at (401) 232-6020.

### **Veterans Administration Educational Benefits**

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at [www.vba.va.gov](http://www.vba.va.gov). There is a Veterans Administration Coordinator located in the Office of Academic Records and Registration.

### **Private Scholarships**

In addition to information derived from a routine web search, the Bryant Office of Financial Aid maintains current information regarding a limited number of privately funded scholarship/fellowship programs available to graduate students. This information is available in hard copy form at the student kiosk in the Financial Aid Office.

# Student Services

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## Beta Gamma Sigma

Membership in Beta Gamma Sigma is the highest recognition business students anywhere in the world can receive in undergraduate or master's programs accredited by AACSB-International.

## Graduate Student Association

Founded in 1992, the Bryant Graduate Student Association (GSA) is a student-run organization whose primary goal is to foster a sense of community among graduate students. The organization provides a forum for graduate students to discuss ideas and suggestions on how to improve the quality of the Bryant University Graduate School experience. GSA representatives serve as the liaison between graduate students and the University's administration.

## Cultural and Recreational Opportunities

Bryant University is ideally situated so that students can benefit from the intellectual, cultural, and social opportunities of New England. The University offers a variety of performances, lectures, concerts, events, and major speakers throughout the year.

Just 12 miles away, Providence is one of the largest cities in New England and a cultural and artistic center. Providence's collections of art treasures can be viewed at the Rhode Island School of Design Museum and several other galleries. The Rhode Island Philharmonic Orchestra, the Rhode Island Festival Ballet, and Trinity Square Repertory Company present programs of outstanding artistic merit. The nationally acclaimed Providence Performing Arts Center presents a wide assortment of Broadway shows. The Dunkin' Donuts Center and the Convention Center in Providence host attractions ranging from college basketball and professional hockey to rock concerts and festivals.

Students who attend summer sessions can take advantage of Rhode Island's many famous summer resorts. The University is less than an hour's drive from Narragansett Pier and Watch Hill, featuring miles of sandy beaches. Newport, noted for its music festivals, scenic ocean drives, and elegant mansions, is only 40 miles away.

Boston is just an hour away and offers exceptional cultural and recreational attractions including the Boston Symphony, Museum of Fine Arts, Red Sox baseball, Patriots football, Celtics basketball, and Bruins hockey. New York City is three hours away.

## Art Series

The Art Series features a variety of programs designed to enrich the lives of all members of the Bryant community. Visual art displays, performing arts programs, poetry readings, and discounted tickets to the Providence Performing Arts Center are offered every year.

## George E. Bello Center for Information and Technology

This state-of-the-art 72,000-square-foot building features resources and technology to support education.

- The Douglas and Judith Krupp Library houses more than 150,000 items including books, journals, periodicals, and newspapers in print and online. Students can access many electronic resources, including electronic reserves, from off campus by using their library account.
- The Financial Markets Center (FMC) provides students with hands-on learning opportunities to apply financial theory and risk management principles in a simulated trading environment.

- There are a variety of classroom settings. All offer plug-ins for computers and wireless connections.
- Group study rooms are available for project work. All seating areas are equipped with Internet connectivity and students may opt to use their personal laptops or they may borrow one on site.
- The Grand Hall serves as a ceremonial entrance, as well as a dramatic space for exhibitions, receptions and lectures, and can accommodate up to 400 people.
- Bulldog Bytes Cafe is available for students to enjoy refreshments and to access computers in a social setting.

## Unistrukture

The Unistrukture houses most administrative and academic functions under one roof. There are more than 200 workstations in classrooms throughout the building. A focal point of the Unistrukture is the two-story, domed Koffler Rotunda, the central gathering place for the Bryant community. The Salmanson Dining Room and Café a la Carte also are located in the Unistrukture. The Graduate School office is located in the Management Resource Complex (MRC) wing of the Unistrukture.

## Amica Center for Career Education

The office of career services offers a comprehensive range of services to graduate students including career decision counseling, assistance with resume writing, interviewing and job search strategies. The career resource library and Alumni Career Network can be used to research careers and companies. A weekly publication lists current job openings – some of which may be appropriate for graduate students.

## The Academic Center for Excellence (ACE) and the Writing Center

The Academic Center for Excellence (ACE) and the Writing Center staff engage in a partnership with students to help them achieve their academic goals. The

staff includes a network of full-time and part-time professionals who are specialists in writing, math, English as a second language, academic skills, and learning disabilities. Learning specialists help students find out what learning and study strategies work best for them. Study skills workshops are listed on the ACE website with topics and times. Visit the website at [web.bryant.edu/~ace](http://web.bryant.edu/~ace) to get the most up-to-date information regarding programs and services.

### Learning Specialists

Specialists provide individualized assistance in study skills development for all students and learning strategy assessments for students with learning disabilities.

Academic accommodations are available for students with documented learning disabilities. Students must schedule an appointment with the ACE Learning Specialist as soon as they register for courses each semester. Documentation guidelines may be accessed at: [www.bryant.edu/~ace/Learning\\_Disability\\_Services.htm](http://www.bryant.edu/~ace/Learning_Disability_Services.htm)

### Writing Center

The Writing Center is available to help graduate students strengthen their writing skills. Individual, group, and online instruction are offered, as outlined below:

*Group Instruction* – Instructional sessions are offered throughout the semester at no cost to students. Groups of students can also meet with a writing specialist (see below) to discuss collaborative projects.

*Individualized Instruction* – Writing specialists, professionals with an MA and/or PhD in English or writing, are available for individualized consultation. An English as a second language writing specialist is available to help students for whom English is a foreign language.

*Online Instruction* – Students can now use e-mail and a dedicated chat room to receive feedback from our staff of professional writing specialists.

To schedule a Writing Center appointment, call (401) 232-6567. For ACE appointments, call (401) 232-6746.

## Language and Learning Laboratory

Bryant's computer-interactive language and learning laboratory prepares students to communicate in the international business environment. Using computers and other electronic equipment, students develop conversational skills in Chinese, French, Italian, and Spanish.

Included in the laboratory are: an instructional console, 28 student stations, and a library of video discs and tapes as well as audio and text drill programs to support the language and other courses taught there. To keep ahead in this growing area, a system dedicated to the development of new instructional materials is also available. This room also has group assessment and discussion tool capabilities through the use of installed Group Systems Software.

## Public Safety

### **ID and Parking Sticker Policy**

All students are required to have a current parking sticker and student photo ID. These may be obtained in the Department of Public Safety (DPS). In order to obtain a parking sticker, students are required to bring their driver's license and vehicle registration to the Department of Public Safety. Contact the Public Safety office at (401) 232-6001 for more information.

### **Parking and Traffic Rules**

Graduate students should observe university and Rhode Island traffic regulations while on campus. Parking is only authorized in lined spaces. Any questions concerning these regulations should be addressed to the Department of Public Safety. Vehicles in violation of the traffic rules are subject to ticketing, vehicle booting, and, in some instances, towing.

## Michael E. '67 and Karen L. Fisher Student Center

The Fisher Student Center is a vibrant hub for collaboration, experiential learning, and relaxation for the entire Bryant community. The Fisher Center's innovative design features include: leadership pods and collaboration stations to advance new modes of learning; a signature fireplace that creates a central campus common and serves as a functional and symbolic hearth; rehearsal and performance suite; offices and meeting rooms for clubs and organizations such as the Intercultural Center, Hochberg Women's Center, and Bryant Pride Center; expanded dining options; a convenience store; and a bookstore.

## The Intercultural Center for International Education & Multicultural Affairs

The Intercultural Center for International Education and Multicultural Affairs (ICC) is the Center for education on international and multiethnic issues at Bryant University. The Center is the place for discourse, resource development and consultation on diversity. It also serves as a resource base for international and multicultural students on campus. The mission of the Intercultural Center has evolved and broadened since its creation in 1977.

The professional educators who staff the Center teach, collaborate with faculty and administrative departments, and counsel and mentor students. The staff advises two major student organizations – The International Student Organization (ISO) and the Multicultural Student Union (MSU). The ICC is also responsible for compliance with immigration regulations for the University.

## Bryant Bookstore & Online Purchases

All textbooks should be purchased before the start of class. The Bryant University bookstore is located in the Bryant Center. Please call (401) 232-6240 for bookstore hours. Textbooks may also be ordered online at [www.efollett.com](http://www.efollett.com).

## Campus Ministry

The chaplains in Campus Ministry address the spiritual needs of Bryant students and staff. Protestant, Catholic, and Jewish chaplains are available to serve as sources of support, guidance, and spiritual development for all members of the University community.

## Health Services

Bryant University Health Services is a nurse practitioner-directed program. Located on the first floor of Residence Hall 16, it is staffed by a part-time physician, certified family nurse practitioners, and a health educator.

The University requires that all full-time students provide documentation of health insurance. Low cost accident and illness insurance is available for all students who wish to purchase it.

## Koffler Technology Center

Koffler houses Bryant's Communications Complex, a state-of-the-art digital and multimedia TV studio including a control room and three video editing booths with AVID technology; the student-run campus radio station; two computer laboratories with 65 computers, high-speed scanners, and fee-based printing; a multimedia classroom with nine high-end editing systems; a Unix lab with 20 Sun workstations; and a student lounge. The computer labs provide the same software as the Krupp Library, including MS Office applications and course-related software. In addition, the lower level of Koffler houses a telecommunications lab for classroom instruction.

## Campus Media

The student-run media – *The Archway* and WJMF Radio – play a dual role for the Bryant community. In addition to providing the campus with news, opinions, and entertainment, these organizations give students direct experience with production techniques, editorial practices, and business management.

### ***The Archway***

Under student leadership, the college newspaper is published bi-weekly during the academic year. Its research, writing, editing, photography, typesetting, layout, and business management are handled entirely by the student staff.

### **WJMF**

WJMF is Bryant's student-run radio station. Formerly broadcasting at 88.7 FM, the station entered into a partnership with Boston-based WGBH in May 2011 that enabled WJMF to become the first student-run station in the region to be available on several new transmission platforms, including WJMF HD-2 and mobile DTV channels. The partnership also gives Bryant students the opportunity to work alongside WGBH technicians and learn from the best digital and broadcast experts in the business. In exchange, WGBH uses 88.7 FM to rebroadcast its classical programming. (WJMF also can be heard online and via smartphone applications.)

## The Ronald K. and Kati Machtley Interfaith Center

Designed by award-winning firm Gwathmey Siegel & Associates Architects, the Ronald K. and Kati C. Machtley Interfaith Center provides a place for people of all faiths to come together to express their spirituality and learn from one another.

# Athletics and Recreation Complex

## **The Elizabeth Chace Wellness and Athletic Center**

The two-story Chace Wellness and Athletic Center includes a six-lane pool, a multi-windowed 9,000-square-foot fitness center, The Eannarino Family Aerobics and Group Exercise Studio, and four locker rooms. The lobby area – a bright atrium – creates an inviting main entrance to the entire athletic complex. The Wellness Center is a vibrant hub of health and recreational activities for the entire Bryant community.

## **Gymnasium**

Bryant's gymnasium houses athletic offices, exercise rooms, and basketball and volleyball courts. The seating capacity for the gym is 2,600. Many University events are held in the gym, which is available to off-campus programs at certain times during the year.

## **Athletic Fields**

Thirty-five acres of athletic and recreational fields adjacent to the Athletic Complex including tennis courts, a 400-meter track, a 3.2-mile cross-country course, and playing fields for baseball, soccer, football, softball, rugby, lacrosse, and field hockey. There is also a golf tee and putting green.

## **Multipurpose Activities Center (MAC)**

The MAC is the site for large University functions and sporting events. The MAC features the Jarvis Varsity Weight Room, racquetball and squash courts; and multipurpose courts for popular intramural sports such as basketball, lacrosse, volleyball, field hockey, tennis, indoor soccer and floor hockey.

## **Bulldog Stadium**

The stadium, an outdoor 4,400 seat facility, is used by the football, soccer, and lacrosse teams.

# The Bryant MBA Curriculum

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical,

technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

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*The learning goals and objectives of the MBA program are:*

## **Goal 1**

Graduates of the Bryant Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication skills, and will be prepared to make persuasive presentations at a managerial level.

## **Goal 2**

Graduates of the Bryant Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

## **Goal 3**

Graduates of the Bryant Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach. Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools; have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

## **Goal 4**

In a global and cross-cultural context, graduates of the Bryant Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

## **Goal 5**

Graduates of the Bryant Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.



# Two Year MBA Curriculum with Specializations

*Specializations are available in Global Supply Chain Management, Global Finance, International Business or General Management*

## **Business Foundation Courses**

*(May be waived based on prior academic experience)*

	CREDITS
Macroeconomics and Microeconomics	3
Statistics	3

## **Core Courses**

COURSE NAME	CREDITS
MBA515 Management Concepts and Skills	1
MBA520 Managing Corporate Enterprise	3
MBA521 Leading Effective Organizations	3
MBA522 Reporting and Controlling Resources	3
MBA523 Managing Information Resources	3
MBA524 Managing Financial Resources	3
MBA525 Marketing for Competitive Advantage	3
MBA526 Value Formation Through Operations	3
MBA528 Global Immersion Experience (GIE)*	3
MBA651 Mastering Strategic Analysis for Decision Making	3

## **Electives**

	CREDITS
Specialization Elective 1	3
Specialization Elective 2	3
Specialization Elective 3	3

\*MBA528 Global Immersion Experience is optional but highly recommended for Two Year MBA students. If a student elects not to enroll in the Global Immersion Experience, the credits must be acquired by enrolling in one elective for three credits.

**TOTAL REQUIRED:**

**37 Credits**

# One Year MBA Curriculum with Specializations

*Specializations are available in Global Supply Chain Management, Global Finance, International Business or General Management*

## **Business Foundation Courses**

*(May be waived based on prior academic experience)*

	CREDITS
Macroeconomics and Microeconomics	3
Statistics	3

## **Core Courses**

COURSE NAME	CREDITS
MBA515 Management Concepts and Skills	1
MBA520 Managing Corporate Enterprise	3
MBA521 Leading Effective Organizations	3
MBA522 Reporting and Controlling Resources	3
MBA523 Managing Information Resources	3
MBA524 Managing Financial Resources	3
MBA525 Marketing for Competitive Advantage	3
MBA526 Value Formation Through Operations	3
MBA528 Global Immersion Experience (GIE)	3
MBA645 Business Internship	3
MBA651 Mastering Strategic Analysis for Decision Making	3

## **Electives**

	CREDITS
Specialization Elective 1	3
Specialization Elective 2	3
Specialization Elective 3	3

**TOTAL REQUIRED:**

**40 Credits**

# MBA Program Required Courses

The Bryant MBA offers two options: (1) a two year, part-time MBA; (2) a one year, full-time MBA. Required courses for the two Bryant MBA options are as follows:

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## MBA Business Foundation Courses (6 credits)\*

### **MBA501 Economics for Business**

This course introduces the basic principles, problems, and policies fundamental to advanced courses in the graduate business program. Major emphasis will be placed on the institutions of the economy, supply and demand analysis, national income accounting, price theory, income theory, monetary and fiscal policies, market structures, and industrial organization.

With the increasing interdependence among national economies playing an important role in today's business world, the concepts and problems uniquely associated with the international environment will also be examined.

### **MBA505 Applied Business Statistics**

This course in statistical techniques covers inferential statistics including confidence interval estimates of means, proportions, and variances; hypothesis testing for means, proportions, and variances; the chi-square test of independence, decision analysis, analysis of variance, regression and correlation; and model building.

\*These courses may be waived with successfully completed coursework in one or both areas at the undergraduate or graduate level. Students who have not had one or both of the foundation courses may choose to fulfill the requirements at the undergraduate or graduate level and may be done at Bryant University or at any other accredited institution. Students may be accepted without completing this requirement but may not begin their program until the course(s) is completed.

## MBA Introductory Course (1 credit)

### **MBA515 Management Concepts and Skills**

This course provides all entering MBA students with a foundation of key management perspectives and skills that will heighten their opportunity for successful program completion. During an intensive, multi-day course, MBA students will be exposed to and participate in instructional sessions addressing technology, research resources, team-building, leadership, communication skills, and case analysis exercises.

## MBA Core Courses (24 credits)

### **MBA520 Managing Corporate Enterprise Operating in a Complex and Global Setting**

Successful management of a corporate enterprise begins with a coherent, well-defined strategy. This course develops the knowledge and skills necessary to analyze, formulate and implement strategy effectively. The course will address the complexity of leading a business in this era of globalization, social and technological change, and dynamic firm and industry boundaries.

### **MBA521 Leading Effective Organizations Personal Aspects of Managing People and Organizations**

Emphasizes the importance of understanding the diverse ways that people interpret and respond to situations, emphasizing the complexity of organizational problems, especially in project-oriented, team-based environments. Discusses ways to align individual behavior with the organizations mission and objectives and encourages decision making that is consistent with

established models of effective leadership and standards of ethical behavior. Requires students to create personal leadership development profiles and self-improvement plans for their professional practice to aid in the career development.

**MBA522 Reporting and Controlling Resources**  
*Planning, Control and Decision Making*

Emphasizes the role of accounting in controlling the operations of an organization and the relationship between cost, profits and volume, decision making techniques using accounting data, and the use of programmed budgets as a control mechanism.

**MBA523 Managing Information Resources**  
*Gaining Competitive Advantage in Information Technology*

Emphasizes knowledgeable and effective use of information systems, IS decision making, knowledge management, and information systems as an element of corporate strategy development.

**MBA524 Managing Financial Resources**  
*Raising and Investing Capital to Maximize Value*

Emphasizes the tools and techniques necessary for sound financial decision making including the time value of money, risk and return, capital budgeting, working capital management, and acquisition of long-term capital.

**MBA525 Marketing for Competitive Advantage**  
*Leading Innovation and Managing Relationships*

Emphasizes markets, innovation and opportunities, consumer characteristics affecting demand, marketing institutions, ethics and government business relations, product planning and pricing problems, distribution channels, promotion, and competitive strategy.

**MBA526 Value Formation Through Operations**  
*Managing Production, Logistics, Technology and Services*

Emphasizes the theories and techniques used to manage world class operations for competitive advantage including operations strategy, process design, quality, inventory control, and project management.

**MBA528 Global Immersion Experience**

The Global Immersion Experience has been designed to embed the knowledge and skills needed for today's managers to operate effectively in a globalized world. The course typically encourages students to explore a given country or region in depth and in the process become aware of the economic opportunities and pitfalls in doing business in that country/region. Students will be able to take this experience and apply it to a different country. An important aspect of GIE is a student project with an overseas firm in the destination country that builds on the first semester of academic study covering areas of strategy/leadership, supply chain management and accounting/finance. The Global Immersion Experience is required for the One Year MBA program and optional but highly recommended for the Two Year MBA.

**MBA651 Mastering Strategic Analysis and Decision Making**  
*Achieving Competitive Performance of the Firm*

This MBA Capstone course emphasizes managerial decision-making that involves all aspects of a firm and crosses all functional lines, focusing on the integration of acquired knowledge for strategy development.

*Students in the One-year MBA are required to complete:*

**MBA645 Business Internship**

Students will work with a corporation or non-profit organization to develop and implement solutions to business problems or plans to exploit business opportunities. Teams will work closely with company executives to develop a project that adds value to the firm and provides students with hands on experience working with a company.

# MBA Electives

**M**BA students may elect to specialize in one of four areas, Global Supply Chain, Global Finance, International Business, or General Management. A specialization area is made up of three, three-credit

electives within the specialization discipline. The General Management specialization is made up of three, three-credit electives from any one of the specialization areas.

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## MBA Global Finance Specialization

### **GFIN601 Global Financial Management**

This course deals with the theories and principles of global financial management. It develops a framework for evaluating the opportunities, costs, and risks of operating in the global markets for goods, services, and financial assets. Topics include the rationale for hedging currency risk, treasury management of international transactions, managing transaction exposure to currency risk, managing operating exposure to currency risk, foreign market entry and country risk management, multinational capital budgeting, multinational capital structure and cost of capital, and corporate governance. Students will explore global financial management by analyzing case studies and preparing a country analysis report for market entry.

### **GFIN602 Global Financial Markets and Institutions**

The markets and institutions of international finance have, in recent years, undergone significant changes. “Global Financial Institutions and Markets” will compare and contrast the structure and trends of both U.S. and international financial markets and institutions. Topics include international money and capital markets, foreign exchange markets, emerging markets, the changing roles of financial institutions, the internationalization of financial services, global interest rates, developments in derivatives markets (e.g. credit default swaps), bank valuation methodology, global housing markets and funding (securitization vs. covered bonds), universal banking, non-bank financial institutions, technological change, international financial crises, as well as the coordination and impacts of regulation on financial services (e.g., Dodd Frank, and

Basel III, and Solvency II). Extra emphasis will be placed on incorporating current events thru extensive use of the *Wall Street Journal* and the *Financial Times*. These topics will be presented using a combination of interactive lectures and discussions.

### **GFIN603 Financing the Global Supply Chain**

In 1973 world merchandise exports were a mere \$579 billion, by 2010 the figure was \$14.851 trillion. The advent of globalization and the economic development of emerging countries have created nothing short of a revolution in the physical supply chain. This course will examine the developments and opportunities of the parallel but critically important flow of funds that support the flow of goods. The course will be delivered relying heavily on cases and group discussion.

Specifically the course will look into current knowledge and trends in the following areas:

- International trade finance (Letters of Credit, bills of lading, export insurance, export factoring, forfeiting, export credit agencies)
- International cash management
- Insurance, credit risk and risk management
- Capital investment decisions related to the global supply chain
- Sources and strategies supply chain finance

# MBA Global Supply Chain Specialization

## **GSCM601 Corporate Social Responsibility in Global Supply Chain Management**

This course will focus on the strategic impact of corporate social responsibility on the global supply chain. The goals of this course are to provide students with an in-depth knowledge of the various types of supply chain events that are connected to corporate social responsibility and the strategic best practices to mitigate these events. Lectures will provide a theoretical basis and illustrate the practical application of concepts. Cases, articles from academic journals, short videos, assignments, and one exam will be utilized to reinforce the subject matter and provide a variety of learning modes.

## **GSCM602 Financing the Global Supply Chain**

In 1973 world merchandise exports were a mere \$579 billion, by 2010 the figure was \$14.851 trillion. The advent of globalization and the economic development of emerging countries have created nothing short of a revolution in the physical supply chain. This course will examine the developments and opportunities of the parallel but critically important flow of funds that support the flow of goods. The course will be delivered relying heavily on cases and group discussion.

Specifically the course will look into current knowledge and trends in the following areas:

- International trade finance (Letters of Credit, bills of lading, export insurance, export factoring, forfeiting, export credit agencies)
- International cash management
- Insurance, credit risk and risk management
- Capital investment decisions related to the global supply chain
- Sources and strategies supply chain finance

## **GSCM603 Advanced Supply Chain Integration**

A key challenge to successful supply chain management is coordination of activities across the supply chain. This course will provide strategies for supply chain design by identifying the appropriate level of integration and coordination to improve the long-term performance of the individual companies and the supply chain as a whole. Topics include demand forecasting, integrated business management (sales and operations planning), demand management and CPFR, demand planning, and relationship management. Hands-on learning will take place within a global supply chain management simulation.

# MBA International Business Specialization

## **IB601 Global Business Management**

This course is designed to survey, analyze and appreciate the opportunities and challenges surrounding an international business environment. It focuses on the importance of cultural dynamics as well as legal, political, geographic, and environmental factors. Theories, information and research findings which are useful in understanding different aspects of managing multinational operations are discussed. It will provide a foundation for students interested in exploring career opportunities in international business.

## **IB602 Global Human Resource Management**

This course addresses the human side of management, with emphasis on what makes a manager effective in a global business environment. Readings, case analysis, experiential exercises, and intensive discussion build students' understanding and management skills. The course explores basic issues in management and special circumstances that arise when management must reach across cultural and national boundaries. The course focuses on three inter-related skill sets. The first is making good decisions; many managers rely on intuition to make decisions. We discuss the pros and cons of intuition, and ways to benefit from intuition without succumbing to the pitfalls. We also discuss ethical management, with attention to ethics in a global business context.

The second skill set includes skills and knowledge needed to manage people and relationships. An effective manager is an able negotiator, knows how to successfully navigate the network of informal relationships, and understands what motivates people. The third skill set involves understanding teams and organizations, and how effective organizational change can be designed and implemented. This skill set requires knowledge of organizational design, team dynamics, positive and negative influences on learning and change, and power and politics in organizations.

## **IB603 International Marketing**

This course provides managerial orientation to the topic of global marketing in today's complex, rapidly changing international business environment. A key focus is developing competitive advantage by creating customer value. Course participants will gain a fundamental understanding of marketing strategy and marketing analysis (i.e. customer, competitor and company analysis) as well as an appreciation of the basic strategic issues involved in market segmentation, market targeting, and market positioning in the international arena. The major tactics/tools used by global marketers to facilitate the management of their international marketing plans (i.e. product development, pricing strategies, marketing communications, distribution management) are also examined. Throughout the course, an emphasis is placed on developing skills for entering new markets and sustaining or growing current markets.

# The Master of Professional Accountancy (MPAc)

The MPAc program combines a solid foundation in accounting with courses that build professional skills. This professionally managed program can be completed in as little as two full-time semesters [summer/summer, summer/fall, fall/spring, or spring/summer].

The MPAc program can also be completed with a tax concentration which is designed for students who want to combine advanced accounting courses with courses in taxation. This program can be completed

in as little as two full-time semesters [summer/fall or summer/summer]. Students who complete the MPAc-TAX program may continue on and earn a dual degree by successfully completing six additional tax courses; thereby also earning a Master of Science in Taxation.

The MPAc program requires the completion of 30 credits which help to satisfy the 150 hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

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*The learning goals of the Master of Professional Accountancy program are:*

## **Goal 1**

### *Analyze accounting situations*

- a. Recognize accounting issues in business situations
  - 1.) Identify relevant accounting issues and
  - 2.) Compare merits of alternatives.
- b. Develop appropriate recommendations
  - 1.) Recognize current professional standards and/or practices and
  - 2.) Form reasonable conclusions.

## **Goal 2**

### *Demonstrate effective communication skills for professional accountancy*

- a. Effectively write in an accounting context.
- b. Effectively speak in an accounting context.

## **Goal 3**

### *Research contemporary accounting topics*

- a. Demonstrate an ability to locate relevant professional standards and practices for guidance.
- b. Identify appropriate keywords to search for current literature.
- c. Interpret and explain discipline-based research.

## **Goal 4**

### *Show effective leadership skills*

- a. Demonstrate project leadership skills.
- b. Apply effective governance principles for accountability.

## **Required Courses**

*(30 credits)*

MPAc600	Advanced Assurances & Professional Oversight
MPAc605	Corporate Governance
MPAc615	Project Management for Accounting Leadership
MPAc620	Advanced Accounting Information Systems
MPAc625	Government and Not-for-Profit Accounting
MPAc630	Accounting Theory
MPAc635	Multinational Accounting
MPAc640	Research and Communication
MPAc645	Management Control Systems
MPAc650	Accounting for Income Taxes



The required courses for the Bryant MPAc program are as follows:

#### **MPAc515 Preparing for MPAc Success**

This course is designed to provide entering MPAc students with the skills necessary to be successful in a graduate accounting program. Emphasis is placed on the use and applicability of case analysis. Students will garner an understanding of the use of the critical expectations of a graduate level program.

#### **MPAc600 Advanced Assurance and Professional Oversight**

This course is designed to provide students with more in-depth knowledge of advanced audit and assurance topics. Emphasis will be placed on the varying roles the AICPA, SEC, and PCAOB play in the governance and oversight structure of the public accounting profession. The application of judgment in various auditing contexts will also be stressed through case analysis.

#### **MPAc605 Corporate Governance in the 21st Century**

Corporate governance of a large company is complex, involves many stakeholders, and often subject to laws and regulations of many jurisdictions. In 2002, the U.S. Congress passed Sarbanes-Oxley Act – a substantial change in laws governing the capital markets since 1934. This law plays a mitigating role between laws and ethics of corporate governance. The corporate governance issues are also impacted by globalization of business (e.g., International Financial Reporting Standards, IFRS and globalization of capital markets) and applications of information technology in the corporate reporting supply chain such as XBRL. The course addresses these topics and their roles in shaping compliance with corporate governance rules and regulations in the global economy.

#### **MPAc615 Project Management for Accounting Leadership**

Successful and long-term career advancement in any profession will require the transition from this operational-level perspective to a management-oriented focus. At some point, organizational initiatives are implemented by assembling the various technical tasks required to complete the project's deliverable. However, an important facet of the "assembly" is to arrange the tasks in the proper sequence coupled with the necessary time and resource requirements.

The focus of this course will be to leverage the technical skills gained through the various undergraduate accounting and business courses and the development of a new, project-level approach. Using an analogy, the goal of this course will transform the student's perspective of a project from 1,000 feet to 30,000 feet.

#### **MPAc620 Advanced Accounting Information Systems**

This course focuses on competencies required to effectively and efficiently manage a complex business entity; using the technology as an enabler. The course challenges students to define or redefine AIS in light of new technological developments. Specifically, this course exposes students to advanced topics related to ERP systems, such as data structure, information retrieval, application controls and test of transactions in an ERP system.

#### **MPAc625 Government and Not-for-Profit Accounting**

This course studies accounting problems and procedures pertaining to federal, state, and local governments as well as other funded entities (hospitals, universities, and non-profit organizations). Common financial and fund accounting principles, including those peculiar to funded activities will be compared.

### **MPAc630 Accounting Theory**

To fully understand the process and products of financial accounting, one needs to understand the underlying concepts and choices that were made in arriving at currently accepted standards. The purpose of this course is to understand the role of accounting theory in setting accounting standards and to explore possible alternatives and the implications of those alternatives on policy and decision makers. In this course we will examine the nuances of the commonly used terms, along with the choices available to standard setters and the rationale for the existing accounting standards. Topics of discussion will include the development of accounting theory and international accounting theory. We will also look closely at the recognition of income, and the balance sheet accounts. The course will have a research component using FARS.

### **MPAc635 Multinational Accounting**

In this course, students examine the external and internal reporting problems associated with multinational business entities. This course includes an overview of the institutional structures that have evolved in response to international accounting problems; a review of relevant literature in the field; and the development of analytical skills for addressing international accounting policy issues.

### **MPAc640 Research and Communication**

This course introduces students to accounting, audit, tax and other financial databases used for professional research. Students will begin developing the skills necessary to conduct appropriate professional research and translate this research into an organized and effective piece of oral or written communication. This course also analyzes the unique characteristics of business communication. Students use their knowledge to create several pieces of standard written business correspondence using appropriate supporting technology. Oral communication is studied with an emphasis on planning and presentation in different business settings.

### **MPAc645 Management Control Systems**

This course examines the establishment of control systems in the modern organization that consider organizational goals and objectives, strategy, policy, control, and systems. Students go beyond the accounting system into the realm of management decision making.

### **MPAc650 Accounting for Income Taxes**

This course will provide those students not intending to pursue careers as tax professionals with an understanding of corporate taxation and the ability to apply the financial accounting standards relating to income tax. The course highlights areas (income, deduction, gain, loss, and credit) where financial accounting and tax accounting differ. Topics include current and deferred tax expense and benefit, temporary differences, carry forwards, deferred tax assets and liabilities, valuation allowances, business combinations, investment in subsidiaries and equity method investments, tax allocations, presentation and disclosure, and implementation of accounting for uncertain tax positions.

# The Master of Professional Accountancy with Tax Concentration (MPAc-TAX)

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## Required Courses

(12 credits)

TAX600	Individual Income Taxation
TAX605	Sales and Exchanges of Property
TAX610	Corporations and Shareholders
TAX625	Partnership Income Tax Problems

## Elective Courses

(18 credits, choose 6 from the courses below)

MPAc600	Advanced Assurance and Professional Oversight
MPAc605	Corporate Governance in the 21st Century
MPAc615	Project Management for Accounting Leadership
MPAc620	Advanced Accounting Information Systems
MPAc625	Government and Not-for-Profit Accounting
MPAc630	Accounting Theory
MPAc635	Multinational Accounting
MPAc640	Research and Communication
MPAc645	Management Control Systems
MPAc650	Accounting for Income Taxes

## MPAc-TAX Program Required Courses:

### **TAX600 Individual Income Taxation**

This course examines the federal tax statutes, regulations, rulings, and leading cases applicable to individual and other taxpayers, with special emphasis placed upon understanding the federal income tax system and the source of tax law. Areas covered include definition of gross income, deductions, nonbusiness and business taxpayers, the identity of the taxable person, and accounting methods and periods.

### **TAX605 Sales and Exchanges of Property**

This course considers the tax consequences arising from dispositions of property using a detailed analysis of the treatment of capital gains, deferred payment sales, basis, amount realized, dispositions by gift of inheritance, non-recognition exchanges, mortgages, and installment sales. Time is also devoted to the study of recapture provisions of the Internal Revenue Code.

### **TAX610 Corporations and Shareholders**

This course examines the taxation of corporations and shareholders. Emphasis is placed on corporate formations, the corporate capital structure, stock redemptions, and accounting for income taxes. Various types of corporate distributions are also examined in detail.

### **TAX625 Partnership Income Tax Problems**

This is an intensive analysis of income tax problems encountered in the organization, operation, reorganization, and dissolution of partnerships. It includes recognition of partnership status for tax purposes and problems created by the death or retirement of a partner, sale of a partnership interest, distribution of partnership assets, and determination of the amount and nature of a partner's share in partnership income or loss.

## MPAc-TAX Program Elective Courses:

### **MPAc600 Advanced Assurance and Professional Oversight**

This course is designed to provide students with more in-depth knowledge of advanced audit and assurance topics. Emphasis will be placed on the varying roles the AICPA, SEC, and PCAOB play in the governance and oversight structure of the public accounting profession. The application of judgment in various auditing contexts will also be stressed through case analysis.

### **MPAc605 Corporate Governance in the 21st Century**

Corporate governance of a large company is complex, involves many stakeholders, and often subject to laws and regulations of many jurisdictions. In 2002, the U.S. Congress passed Sarbanes-Oxley Act – a substantial change in laws governing the capital markets since 1934. This law plays a mitigating role between laws and ethics of corporate governance. The corporate governance issues are also impacted by globalization of business (e.g., International Financial Reporting Standards, IFRS and globalization of capital markets) and applications of information technology in the corporate reporting supply chain such as XBRL. The course addresses these topics and their roles in shaping compliance with corporate governance rules and regulations in the global economy.

### **MPAc615 Project Management for Accounting Leadership**

Successful and long-term career advancement in any profession will require the transition from this operational-level perspective to a management-oriented focus. At some point, organizational initiatives are implemented by assembling the various technical tasks required to complete the project's deliverable. However, an important facet of the "assembly" is to arrange the tasks in the proper sequence coupled with the necessary time and resource requirements.

The focus of this course will be to leverage the technical skills gained through the various undergraduate accounting and business courses and the development of a new, project-level approach. Using an analogy, the goal of this course will transform the student's perspective of a project from 1,000 feet to 30,000 feet.

### **MPAc620 Advanced Accounting Information Systems**

This course focuses on competencies required to effectively and efficiently manage a complex business entity; using the technology as an enabler. The course challenges students to define or redefine AIS in light of new technological developments. Specifically, this course exposes students to advanced topics related to ERP systems, such as data structure, information retrieval, application controls and test of transactions in an ERP system.

### **MPAc625 Government and Not-for-Profit Accounting**

This course studies accounting problems and procedures pertaining to federal, state, and local governments as well as other funded entities (hospitals, universities, and non-profit organizations). Common financial and fund accounting principles, including those peculiar to funded activities will be compared.

### **MPAc630 Accounting Theory**

To fully understand the process and products of financial accounting, one needs to understand the underlying concepts and choices that were made in arriving at currently accepted standards. The purpose of this course is to understand the role of accounting theory in setting accounting standards and to explore possible alternatives and the implications of those alternatives on policy and decision makers.

In this course we will examine the nuances of the commonly used terms, along with the choices available to standard setters and the rationale for the existing accounting standards. Topics of discussion will include the development of accounting theory and international accounting theory. We will also look closely at the recognition of income, and the balance sheet accounts. The course will have a research component using FARS.

### **MPAc635 Multinational Accounting**

In this course, students examine the external and internal reporting problems associated with multinational business entities. This course includes an overview of the institutional structures that have evolved in response to international accounting problems; a review of relevant literature in the field; and the development of analytical skills for addressing international accounting policy issues.

### **MPAc640 Research and Communication**

This course introduces students to accounting, audit, tax and other financial databases used for professional research. Students will begin developing the skills necessary to conduct appropriate professional research and translate this research into an organized and effective piece of oral or written communication. This course also analyzes the unique characteristics of business communication. Students use their knowledge to create several pieces of standard written business correspondence using appropriate supporting technology. Oral communication is studied with an emphasis on planning and presentation in different business settings.

### **MPAc645 Management Control Systems**

This course examines the establishment of control systems in the modern organization that consider organizational goals and objectives, strategy, policy, control, and systems.

Students go beyond the accounting system into the realm of management decision making.

### **MPAc650 Accounting for Income Taxes**

This course will provide those students not intending to pursue careers as tax professionals with an understanding of corporate taxation and the ability to apply the financial accounting standards relating to income tax. The course highlights areas (income, deduction, gain, loss, and credit) where financial accounting and tax accounting differ. Topics include current and deferred tax expense and benefit, temporary differences, carry forwards, deferred tax assets and liabilities, valuation allowances, business combinations, investment in subsidiaries and equity method investments, tax allocations, presentation and disclosure, and implementation of accounting for uncertain tax positions.

# Master of Science in Taxation (MST)

The Master of Science in Taxation (MST) is a part time program designed for individuals who have a basic knowledge of the Internal Revenue Code and who seek advanced knowledge of federal and state tax

laws and applications. MST applicants should possess a strong academic record and are encouraged to have professional experience.

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*The learning goals of the Master of Science in Taxation program are:*

## **Goal 1**

Graduates of the Bryant Master of Science in Taxation program will have an understanding of individual income taxation, including the ability to demonstrate competency in the areas of income, deductions, credits, and tax computation.

## **Goal 2**

Graduates of the Bryant Master of Science in Taxation program will have an understanding of the tax consequences of acquiring, holding and disposing of property.

## **Goal 3**

Graduates of the Bryant Master of Science in Taxation program will have an understanding of corporate income taxation, including the ability to demonstrate competency in the areas of formation, operation, distributions, and redemptions.

## **Goal 4**

Graduates of the Bryant Master of Science in Taxation program will have an understanding of subchapter K taxation (including partnerships, limited liability companies, among other organizations), including competency in the areas of formation, operations, allocations, distributions, and sales of K entity interests.

## **Required Courses**

*(12 credits)*

- TAX600 Individual Income Taxation
- TAX605 Sales and Exchanges of Property
- TAX610 Corporations and Shareholders
- TAX625 Partnership Income Tax Problems

## **Elective Courses**

*(18 credits, choose 6 from the courses below)*

- TAX615 Estate and Gift Taxation
- TAX620 Tax Practice and Procedure
- TAX640 Advanced Income Tax Problems
- TAX672 Income Taxation of Trusts and Estates
- TAX673 Pension and Profit Sharing
- TAX674 Corporate Reorganizations
- TAX675 Business Tax Planning
- TAX676 State Taxation
- TAX677 Estate Planning
- TAX678 International Taxation
- TAX690 Selected Topics in Taxation

## MST Program Required Courses:

### **TAX600 Individual Income Taxation**

This course examines the federal tax statutes, regulations, rulings, and leading cases applicable to individual and other taxpayers, with special emphasis placed upon understanding the federal income tax system and the source of tax law. Areas covered include definition of gross income, deductions, nonbusiness and business taxpayers, the identity of the taxable person, and accounting methods and periods.

### **TAX605 Sales and Exchanges of Property**

This course deals with tax consequences of acquiring, holding (including operating), and disposing of property. When property is acquired, it acquires the tax characteristic of basis. When property is held (including operated), its basis is adjusted upward by capital addition and downward by capital recoveries. When property is disposed of, there are issues of realization, recognition, deferral, holding period, character, basis in replacement property, if any, and holding period in replacement property, if any.

### **TAX610 Corporations and Shareholders**

This course examines the taxation of corporations and shareholders. Emphasis is placed on corporate formations, the corporate capital structure, stock redemptions, and accounting for income taxes. Various types of corporate distributions are also examined in detail.

### **TAX625 Partnership Income Tax Problems**

This course deals with the tax consequences associated with partnerships, limited liability companies, and other entities subject to Subchapter K of the Internal Revenue Code. In particular, this course addresses issues surrounding 1.) the formation of K entities, 2.) the operation of K entities, 3.) the allocation of K entity income/loss, 4.) K entity distributions and 5.) K entity liquidations.

## MST Program Elective Courses:

### **TAX615 Estate and Gift Taxation**

This course examines federal estate and gift taxes through an intense study of statutes, regulations, and case law, and explains practical applications in estate planning.

### **TAX620 Tax Practice and Procedure**

This course reviews the administration of the Internal Revenue Code by the Internal Revenue Service and other federal tax agencies. Students will study procedural problems with respect to treasury regulations, requests for administrative rulings, assessment of deficiencies, and penalties, closing agreement, tax liens, civil and criminal cases, transferee liability, claims for refund, information conferences, and hearings before the Appellate Division of the IRS and the TAX Court of the U.S.

### **TAX640 Advanced Income Tax Problems**

This course addresses advanced problems of corporations and shareholders with emphasis on subchapters. Liquidations, the accumulated earnings tax, and the personal holding company tax will also be considered.

**Prerequisite: TAX610**

### **TAX672 Income Taxation of Trusts and Estates**

This course covers income taxation of trusts or estates, plus the tax treatment of grants or trusts, income in respect of a decedent, assignment of income, and accumulation trusts.

### **TAX673 Pension and Profit Sharing**

This is an intensive analysis of tax implications of deferred compensation, with emphasis on qualified and unqualified pension and profit-sharing plans. It includes eligibility and participation of employees, funding, benefits, and plan administration (including fiduciary responsibility). It also considers IRAs, Roth IRAs, Section 88 restricted property, statutory stock options, and other alternatives to qualified plans.

### **TAX674 Corporate Reorganizations**

This is a study of mergers and acquisitions that covers different corporations; the special problems or transactions that result in the division of a single corporation; provisions of the Internal Revenue Code that relate to non-recognition of gain or loss; and the treatment of basis and boot. Landmark cases and leading judicial doctrines that deal with the need for business purpose and continuity of interest are examined.

**Prerequisites: TAX600, TAX605, and TAX610**

### **TAX675 Business Tax Planning**

This course presents business problems to which students find solutions through independent or group research. Topics discussed include the formation of corporations with consideration given to securities, professional service corporations, dividends, stock redemptions, and the purchase and sale of businesses. Actual and hypothetical fact patterns are used by students to plan and structure transactions. A student is given a set of facts that is used to conduct a business as a sole proprietorship, a partnership, or a corporation and then liquidate this entity.

**Prerequisites: TAX600, TAX605, and TAX610**

### **TAX676 Multi State Taxation**

Various states have adopted revenue-raising statutes that vary from income taxes, franchise taxes, license taxes and business profits taxes. A company doing business in more than one state must develop tax planning strategies that can reduce its overall state tax burden. This requires an understanding of the wide disparity of methods used to determine a state's taxable income and the tax rates imposed on that income. This course examines the tax structure in the State of Rhode Island. In addition, it covers nexus and its role in multi-state taxation. It discusses the sales, payroll, and property appointment factors used to allocate income amongst the states; the unitary method of state taxation; domicile concepts; and state taxation of e-commerce. The Uniform Division of Income for Tax Purposes Act and the Multistate Tax Compact will also be covered.

### **TAX677 Estate Planning**

This course provides intensive consideration of the marital deduction, lifetime gifts, use of trusts, selection of trustees, valuation problems, apportioning the tax burden, charitable deduction, deferred compensation plans, and life insurance.

**Prerequisite: TAX615**

### **TAX678 International Taxation**

This course covers the special tax rules that apply to cross-border transactions between the United States and its trading partners. The U.S. taxation of foreign-source income earned by U.S. taxpayers (outbound taxation) and the U.S. taxation of U.S.-source income earned by foreign taxpayers (inbound transaction) is studied in detail. Topics include: sourcing of income and deductions; transfer pricing; extraterritorial income exclusion; subpart F income and the foreign tax credit.

**Prerequisite: TAX610**

### **TAX690 Selected Topics in Taxation**

This course is a three-credit graduate elective in contemporary topics and issues in taxation. Students examine current issues in greater detail than is possible in the usual course offerings.



# University Administration and Staff

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## Graduate School Administration

**V.K. Unni**

*Interim Dean of the College of Business*

**Madan Annavarjula**

*Associate Dean of the College of Business*

**Richard Cheney**

*Director of Graduate Administration  
and Student Services*

**Jennifer Visinno**

*Assistant Director for Graduate Admission*

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**Chen Zhang**, B.S., Tsinghua University; Ph.D., University of Alabama; Associate Professor, Computer Information Systems

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# Bryant University Graduate School of Business 2013-2014 Academic Calendar

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## FALL SEMESTER – 2013

<b>Bootcamp (MBA)</b> .....	Tuesday, September 3 through Sunday, September 8
<b>Convocation</b> .....	Wednesday, September 4
<b>Fall Semester Begins</b> .....	Tuesday, September 3
<b>Graduate Classes Begin</b> .....	Monday, September 9
<b>Add Period Ends</b> .....	Tuesday, September 17
<b>Drop Period Ends</b> .....	Tuesday, September 24
<b>Columbus Day (no classes)</b> .....	Monday, October 14
<b>Graduate Classes End</b>	
MBA & MST .....	Thursday, December 5
MPAc Day Classes.....	Thursday, December 12
<b>Final Exam Period</b>	
MBA & MST .....	Monday, December 9 through Thursday, December 12
MPAc.....	Friday, December 13 through Thursday, December 19
Thanksgiving Recess.....	Tuesday, November 26 (MPAc day classes only meet on Tuesday, November 26) through Sunday, December 1
<b>Semester Ends</b> .....	Friday, December 20

**WINTER SESSION – 2014**

Semester Begins .....Monday, January 4

Semester Ends.....Thursday, January 13

**SPRING SEMESTER – 2014**

Bootcamp .....Saturday, January 25 and  
Sunday, January 26

Spring Semester Begins.....Thursday, January 23

Graduate Classes Begin .....Monday, January 27

Add Period Ends .....Tuesday, February 4

Drop Period Ends.....Tuesday, February 11

President’s Day (no classes).....Monday, February 17

Spring Break .....Monday, March 10  
through Sunday, March 16

Graduate Classes End .....Monday, May 5

Final Exam Period .....Tuesday, May 6  
through Monday, May 12

Semester Ends.....Tuesday, May 13

Graduate Commencement.....Thursday, May 15

Undergraduate Commencement.....Saturday, May 17



**SUMMER SESSION – 2014 | MBA & MST**

Graduate Semester Begins .....	Monday, May 19
MBA & MST Classes Begin.....	Monday, May 19
Memorial Day Holiday (no classes) .....	Monday, May 26
4th of July Holiday (no classes) .....	Tuesday, July 1 through Sunday, July 6
Day and Evening Classes End.....	Thursday, July 31
Final Exam Period .....	Monday, August 4 through Thursday, August 7

**SUMMER SESSION I – 2014 | MPAC & MPAC-TAX**

Bootcamp .....	Tuesday, May 27 and Wednesday, May 28
MPAC Session I Begins* .....	Thursday, May 29
<i>*Tax classes begin the week of May 19</i>	
Session I Ends.....	Wednesday, July 2
4th of July Holiday (no classes) .....	Thursday, July 3 through Sunday, July 6
Final Exam Period .....	Monday, July 7 through Friday, July 11

**SUMMER SESSION II – 2014 | MPAC & MPAC-TAX**

MPAC Session II Begins .....	Monday, July 14
Session II Ends .....	Friday, August 8
Final Exam .....	Monday, August 11 through Friday, August 15
Graduate Semester Ends .....	Friday, August 15

*MPAC classes will be held on VJ Day, Monday, August 11*