

Executive leaders need to be the catalyst for change, build bridges, manage conflict, negotiate change effectively within their organizations, be effectual communicators, possess the ability to influence core constituencies and maintain the ethical business standards of their organizations. The Marist College School of Management offers the tools you need to gain these essential skills to help you be a more valuable asset to your organization.

Prepare Yourself to Change the World!

Applicants to the Advanced Certificate Program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirements as described below. Permission to take courses as a non-matriculated student in the certificate program does not guarantee full matriculation to the MBA program as a degree-seeking candidate. Non-matriculated students are limited to one advanced certificate.

Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the same criteria in maintaining good academic standing as are all students in the MBA program.

Advanced Certificate in Executive Leadership

Students pursuing the Advanced Certificate in Executive Leadership shall complete any three 600-level graduate courses from the following list. Course descriptions are on the next page.

- MBA 654 Managing Organizational Change
- MBA 684 Leadership, Power and Influence
- MBA 685 Negotiations and Conflict Management
- MBA 688 Ethical Management of Organizations

PREREQUISITE: Introduction to Business Management or its equivalent, taken at the undergraduate or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the CLEP Introduction to Management exam. Candidate must have fulfilled the prerequisite requirements within the last 10 years. Alternatively, students may complete the appropriate MBA foundation course to satisfy this prerequisite requirement. See the next page for more information.

EARNED EXCELLENCE



THE BEST BUSINESS SCHOOLS
IN THE WORLD

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MBA 654 Managing Organizational Change

This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student's capability to analyze situations of change, plan and implement appropriate actions for change and learn from personal experiences and the experiences of others regarding change.

MBA 684 Leadership, Power and Influence

This course will examine the theory and practice of leadership in organizations. Traditional and modern theories of leadership will be explored, as well as the practical application of these theories in the workplace. In addition to covering the traditional concepts of leadership in organizations, this course will take an in-depth look at the power and influence a leader has over the organization and its members.

MBA 685 Negotiations and Conflict Management

This course is an introduction to the theory and practice of interpersonal bargaining. The course will examine types of bargaining strategies, planning for negotiations, how to handle negotiation breakdowns, communications, power, persuasion, and ethics in negotiations, as well as international dimensions of bargaining. The pedagogical approach will largely be through experiential learning exercises based on weekly readings. Evaluations of student efforts will be based upon self-reflections, self-assessment, and personal portfolio construction, as well as in-class performance in negotiating sessions and debriefing discussions.

MBA 688 Ethical Management of Organizations

This course will introduce students to the basic concepts of ethics. Students will examine ethical frameworks as they relate to business, the environment, the consumer, and the individual with an organization. Students will also learn to apply these frameworks using moral decision-making techniques to real-world case studies. The class will offer students practical tools to help them recognize and address challenging ethical decisions.

PREREQUISITE COURSE WORK

Candidates for the Advanced Certificate in Executive Leadership may satisfy the prerequisite course work by taking the following Marist MBA Foundation course.

MBA 555 Management Foundations

This course is designed to introduce graduate students to the functions of management, contemporary management thought, and individual processes within the context of organizations. It covers the effects of dynamic environments on the practice of management and the design of organizations, as well as the interplay among individuals, groups, and organizational life.