W. Frank Barton School of Business

School of Accountancy

Goal: To increase the recognition of the Barton School through relevant, competitive, and up-to-date programs.

The school is accredited by AACSB-International—The Association to Advance Collegiate Schools of Business.

Graduate degree programs in the school lead to the Master of Business Administration (MBA), Master of Accountancy (MACC), and the Master of Arts (MA) in economics.

Master of Accountancy

The Master of Accountancy (MACC) program at Wichita State University is designed to prepare qualified candidates for careers as professional accountants in public practice, industry, government, and nonprofit organizations. The program is based on strong preparation in general education courses with special emphases on communication skills, mathematics, and economics, and includes a broad exposure to the different aspects of business and management.

The School of Accountancy recognizes students need differing technical requirements to enter a diverse work environment. Two specialized concentrations are offered to complement the traditional emphasis: Accounting Information Systems (AIS) and Taxation. The AIS concentration satisfies students’ need for increasing technical competence in the area of accounting systems analysis, development, and implementation. The taxation concentration focuses on advanced issues in taxation, including the area of research.

The program requires a minimum of five years of full-time collegiate study, when beginning as a freshman. Students who decide to enter the program later in their academic careers should consult with the graduate coordinator of the School of Accountancy to learn the approximate length of time it would take to earn the degree. For example, if your bachelor’s degree is in economics, then basically you would have one more year of full-time study to obtain the MACC degree.

Admission Requirements

Admission to the MACC professional curriculum is available to (1) qualified students who have not yet completed a bachelor’s degree, and (2) qualified students who have completed a bachelor’s degree (not necessarily in business or accounting) from an accredited college or university.

Full admission to the MACC professional curriculum, for students who have not yet completed a bachelor’s degree, requires:

1. Completion of the preprofessional curriculum described below:

2. A minimum grade point average of 2.750 on all courses identified as Barton School of Business core courses.

3. A minimum grade point average of 3.000 on the following courses: ACCT 310, 320, 410, and 430.
4. A total of 1,100 points based on the formula of 200 times the overall grade point average on the last 60 hours plus the GMAT score. The GMAT must have been taken within the last six years.

Students who meet all the requirements above, except for a total of 1,100 points based on the formula of 200 times the overall grade point average on the last 60 hours plus the GMAT score, may be admitted on a conditional basis. These 9 hours must be completed in the first semester following conditional admission or as soon thereafter as course scheduling permits.

Students holding a bachelor's degree in any field (not necessarily business or accounting) from a regionally accredited institution may be admitted to the School of Accountancy if the meet the minimum scholastic requirements (a total of 1,100 points based on the formula of 200 times the overall grade point average on the last 60 hours plus the GMAT score or a total of 1,050 points based on the formula of 200 times the overall GPA plus the GMAT score). They will be expected to take courses covering any portion of the preprofessional curriculum for which they have not had an equivalent as soon as practicable.

All students are required to meet with the School of Accountancy's graduate advisor prior to beginning coursework.

Probationary Admission—All Students

Students who do not meet the minimum GMAT and/or grade point requirements may be admitted to probationary status by the director on the basis of sufficient evidence that they can satisfactorily complete the MACC program requirements and have the potential for a successful career in professional accounting.

Degree Requirements

Students Possessing a Bachelor's Degree at Time of Admission

Total degree requirements for students granted admission after completion of a bachelor's degree will vary and depend upon the specific course content of the undergraduate degree program. At a minimum, the candidate's program must total 30 graduate-level credit hours beyond the bachelor's degree, including 15 semester hours of accounting courses numbered 800 or above and a total of 21 semester hours in courses numbered 800 or above**.

In general, we presume an undergraduate degree in business and an accounting major, equivalent to that offered at WSU. The following courses, or their graduate equivalents, must be included as part of the MACC degree program if not covered in the student's bachelor's degree:

<table>
<thead>
<tr>
<th>Courses</th>
<th>Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 210, Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 220, Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 260, Introduction to Information Processing Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 310, Financial Accounting and Reporting: Assets</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 320, Accounting for Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 410, Financial Accounting and Reporting: Equities</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 430, Introduction to Federal Income Tax</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 560, Accounting Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 610, Financial Accounting and Reporting: Special Entities and Complex Issues</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 620, Accounting for Strategic Support and Performance Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 630, Taxation of Business Entities</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 640, Principles of Auditing</td>
<td>3</td>
</tr>
<tr>
<td>BLAW 431, LEGAL Environment of Business, or BLAW 435, Law of Commercial Transactions, and BLAW 436, Law of Business Associations</td>
<td>3-6</td>
</tr>
<tr>
<td>D S 350, Introduction to Production and Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>ECON 201, Principles of Micro-Economics</td>
<td>3</td>
</tr>
<tr>
<td>M I S 495, Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>MATH 111, College Algebra</td>
<td>3</td>
</tr>
<tr>
<td>MATH 144, Business Calculus</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 681, Management and Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 682, International Business</td>
<td>3</td>
</tr>
<tr>
<td>MKT 300, Marketing</td>
<td>3</td>
</tr>
<tr>
<td>FIN 340, Financial Management I</td>
<td>3</td>
</tr>
<tr>
<td>IB 333, International Business</td>
<td>3</td>
</tr>
<tr>
<td>MG M 360, Concepts of Administration</td>
<td>3</td>
</tr>
<tr>
<td>MKT 300, Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

The following graduate-level coursework must be completed:

<table>
<thead>
<tr>
<th>Courses</th>
<th>Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 201, Principles of Macroeconomics</td>
<td>3</td>
</tr>
<tr>
<td>ECON 202, Principles of Microeconomics</td>
<td>3</td>
</tr>
<tr>
<td>ECON 231, Introductory Business Statistics</td>
<td>3</td>
</tr>
<tr>
<td>ECON 232, Statistical Software Applications</td>
<td>2</td>
</tr>
<tr>
<td>BLAW 431, LEGAL Environment of Business, or BLAW 435, Law of Commercial Transactions, and BLAW 436, Law of Business Associations</td>
<td>3-6</td>
</tr>
<tr>
<td>D S 350, Introduction to Production and Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>M I S 495, Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>FIN 340, Financial Management I</td>
<td>3</td>
</tr>
<tr>
<td>IB 333, International Business</td>
<td>3</td>
</tr>
<tr>
<td>MG M 360, Concepts of Administration</td>
<td>3</td>
</tr>
<tr>
<td>MKT 300, Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

3. The candidate must complete the following courses required by the School of Accountancy:

<table>
<thead>
<tr>
<th>Courses</th>
<th>Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preprofessional Accounting Core</td>
<td></td>
</tr>
<tr>
<td>ACCT 310, Financial Accounting and Reporting: Assets</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 320, Accounting for Decision Making and Control</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 410, Financial Accounting and Reporting: Equities</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 430, Introduction to Federal Income Tax</td>
<td>3</td>
</tr>
</tbody>
</table>

During the semester in which the preprofessional curriculum will be completed, the candidate for the MACC must apply for admission to the Graduate School. The GMAT should be taken during, or just prior to, this semester. A bachelor's degree will be awarded at the time of conferring the MACC degree.

Professional Curriculum

Candidates in the professional curriculum who have completed the minimum preprofessional curriculum outlined above, must complete 54 credit hours in the following courses while maintaining an overall grade point average of 3.00 or better.

<table>
<thead>
<tr>
<th>Courses</th>
<th>Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 560, Accounting Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 610, Financial Accounting and Reporting: Special Entities and Complex Issues</td>
<td>3</td>
</tr>
</tbody>
</table>
**Master of Business Administration**

The Barton School of Business offers the Master of Business Administration (MBA) through faculty in the accounting; economics; finance, real estate, and decision sciences; management; and marketing and entrepreneurship departments, as well as in other colleges of the university. The MBA program is designed to prepare men and women for responsible positions of professional leadership in business, government, health-related organizations, and other institutions. The program concentrates on general management, with particular attention given to developing within the student an understanding of the organization as an integrated system. Areas of concentration are available for those students wishing to focus their elective coursework in a specialized area. Concentration areas currently available are finance, marketing, entrepreneurship, operations management, and health care administration.

The total hours required of students and the level at which they begin participation in the MBA program depend on their academic preparation. The total number of hours required for completion of an MBA ranges from 36 to 48.

Most of the courses that can be taken for graduate credit and almost all of those on the 800 level are offered in the evening.

**Admission Requirements**

Admission to the MBA program is granted to students who show high promise of success in postgraduate business study and who hold bachelor's degrees from regionally accredited institutions.

Previous academic training in business is not required for admission to the MBA program. Students may have backgrounds in such diverse fields as engineering, liberal arts, education, and health related areas. The specific content of a student's previous education is less important than the evidence that the student has sound scholarship, strong personal motivation, and the ability to develop skills necessary to assume positions of leadership.

Admissions decisions are based on the following:
- Graduate Management Admission Test (GMAT) scores - overall score and component (i.e., verbal, quantitative, and analytical writing) scores are evaluated. The GMAT must have been taken within the last six years.
- "Personal Goals" essay that clearly articulates the applicant's reasons for seeking admission (500 words maximum).
- Two reference forms completed by faculty, employer, or suitable referee.
- Current resume (career-based) work experience is desirable but not required.

Final admission of all applicants may be based on space available in the MBA program.

International students also are required to have a minimum score of 570 (paper-based), 230 (computer-based), or 88 (Internet-based) on the Test of English as a Foreign Language.

Applications for degree admission are reviewed twice a year, in the fall and spring. Deadlines for submitting applications to the Graduate School are June 1 for consideration for fall admission and November 1 for spring admission. International applicants living outside the United States must submit their applications by April 1 for fall admission consideration and August 1 for spring admission consideration. Applicants who apply after these deadlines are considered in the order in which their completed application materials are received.

**Degree Requirements**

**Advanced Standing:** Students with strong backgrounds in mathematics and business administration may be granted advanced standing in the MBA program through equivalent credit for background fundamental courses for which a minimum grade of C was received in an undergraduate or graduate program. Most students entitled to such credit hold bachelor's degrees in business administration from accredited institutions.

Students may be granted equivalent credit for any or all of the preparatory courses, depending on the depth of their undergraduate or previous graduate preparation. The MBA program may consist of as few as 36 hours for students who have no deficiencies in prerequisites and who receive equivalent credit for all of the background fundamentals.

**Students Not Receiving Advanced Standing:** Students with bachelor's degrees in non-business fields usually will not have backgrounds warranting the granting of advanced standing through equivalency credit. There are some exceptions. Some students, for example, may have had enough coursework in economics or statistics to be granted credit for these courses. Determination regarding equivalency credit will be made following admission to the program.

**MBA Course Requirements**

**Prerequisite:**
- MATH 144, Business Calculus 3

**Preparatory Courses**
- ECON 231, Introductory Business Statistics 3
- MBA 800, MBA Basics: Financial Statement Analysis 3
- MBA 801, MBA Basics: Management and Marketing 3
- ECON 800, Analysis of Economic Theory 3

**Required Courses**
- ACCT 860, Advanced Accounting Information Systems 3
- ACCT 825, Management Control Systems 3
- ACCT 830, Taxation of Business Entities 3
- ACCT 835, Tax Research and Selected Topics 3
- ACCT 840, Advanced Principles of Auditing 3
- ACCT 815, Financial Accounting and Reporting: Taxation of Estates and Gifts 3
- ACCT 831, Financial Accounting and Reporting: Advanced Topics 3
- ACCT 815, Principles of Auditing 3
- ACCT 840, Accounting for Strategic Support 3
- ACCT 630, Taxation of Business Entities 3
- ACCT 620, Accounting for Strategic Support and Performance Evaluation 3
- ACCT 630, Taxation of Business Entities 3
- ACCT 640, Principles of Auditing 3

**Graduate electives outside accounting (all non-accounting) 6**

As a minimum, the candidate's program must include 30 graduate-level hours, including 15 hours of accounting courses numbered 800 or above and a total of 21 semester hours of courses numbered 800 or above—excluding any courses which represent business core knowledge. A minimum of 155 credit hours (undergraduate and graduate) is required.

* See list of courses under Preprofessional Curriculum. Core courses taken after admission to the MACC program must be graduate-level equivalent courses.

** Electives must be selected to conform to AACSB standards for master's in accounting programs. See the graduate coordinator of the School of Accountancy for assistance in making selections.

**Concentrations in Master of Accountancy Degree Program**

**Accounting Information Systems**

Students electing a concentration in accounting information systems (AIS) must take the following courses:

**Courses** 15

- Accounting core courses (815, 825, 835, 840, 860) 15
- ACCT 660, Tech., Risk Mgmt., Sec. & Control 3
- One 600- or 800-level MIS course selected with consent of graduate advisor 3
- Graduate electives, including 6 hours outside of accounting 9

**Taxation**

Students electing a concentration in taxation must take the following courses:

**Courses** 15

- Accounting core courses (815, 825, 835, 840, 860) 15
- ACCT 830, Taxation of Business Entities—Advanced Topics 3
- ACCT 831, Taxation of Estates and Gifts 3
- Graduate electives, all outside of accounting 9

* Students may substitute one tax class (either ACCT 630 or 892) for either ACCT 815, 825, 840, or 860 with consent of the School of Accountancy.
Electives .......................... 9

* These courses are to be taken only if a specific void exists.
* With approval of the program director, equivalent credit may be granted for courses of equal content taken in an undergraduate or graduate program. See Advanced Standing section above.

Policies
1. All incoming MBA students must attend an orientation session, which includes an introduction to the philosophy of graduate business education, development of networking skills, discussions about the history of the Barton School and the MBA program, and an overview of success strategies for MBA students. Only after completion of the orientation is a student considered for full standing in the MBA program.
2. A candidate’s individual Plan of Study must be approved by the director or assistant director and submitted to the Graduate School for final approval. This plan must be filed within a month of the completion of 12 hours of graduate work.
3. All candidates must complete 30 hours of 800 level courses including: ACCT 801, D S 850, ECON 804, FIN 850, MGMT 803 or MKT 803, MGMT 882, MGMT 885, MKT 801, M 1 S 874, and 3 hours of electives. The additional 6 hours of electives may be at either the 800 level or the 600 level.

Concentrations in Master of Business Administration Degree Program
The MBA degree program is a general management degree equipping students with an understanding of organizations as integrated systems. Within the program the curriculum provides knowledge across organizational functions. Students may continue this generalist approach by choosing courses across a broad spectrum of offerings to complete the elective component of the curriculum. Some students may wish to focus their elective course work in a specific area of study to enhance their general organizational knowledge base by selecting a concentration from the following options provided in the MBA program.

MBA—Technology and Operations Management
The Technology and Operations Management (TOM) concentration provides the opportunity to gain expertise in the area of managing manufacturing and service systems. The concentration focuses on various decision-making frameworks in contemporary environments where operations and technology are strategic advantages. It emphasizes the strategic and tactical management of a firm’s supply chain, enterprise system, quality, business processes, and project planning/control through the use of technology-intensive tools. The concentration prepares MBA students to meet challenging responsibilities as front-line manufacturing and service managers, project managers, system analysts, supply chain managers, and other rewarding positions in today’s contemporary organization.

Students selecting this concentration will need three electives from list A or two electives from list A and one elective from list B.

List A:  
DS 655, Project Management  
DS 679, Spreadsheet Mod. for Decision Making  
DS 860, Enterprise Resource Planning  
DS 865, Supply Chain Management (or I EN 780)  

List B:  
DS 851, Advanced Operations Management  
D S 876, Advanced Management Science  
DS 890, Special Topics  
MIS 650, Knowledge Management  
MIS 884, Database Planning Management  

Courses may not be taken for credit toward the concentration or the degree if an equivalent 600-level course has been taken as part of an undergraduate degree.

MBA—Entrepreneurship
The MBA—Entrepreneurship concentration provides the foundation for developing one’s own business, moving into a leadership role in a family business, or managing innovation and new business formation in a corporate setting. Building on the MBA curriculum, the entrepreneurship concentration enhances the ability to cope with the full range of issues in evaluating markets: developing business ideas, new product, and process innovation; and writing business plans. The specialized knowledge helps students understand the business startup process and related managerial issues.

The entrepreneurship concentration requires 9 semester hours of course work from a specified list of courses. Students may take no more than two 600- or 700-level courses.

Course requirements for the concentration in entrepreneurship:  
Required  
ENTR 868, New Venture Feasibility Seminar or equivalent  

Elective  
ENTR 608/MKT 608, Selling and Sales Force Management  
ENTR 620, Growing and Managing an Entrepreneurial Firm  
ENTR 669, Corporate Entrepreneurship  
MKT 805, Consumer Decision Processes  

MBA—Finance
The MBA—Finance concentration prepares students for a career in corporate finance, the investments field, or with financial institutions. The specialized knowledge provides the necessary foundation for understanding organizational financial management issues. Our curriculum blends theory with applied business practice to prepare students for the varied activities involved in financial management. Students also gain experience with many different financial analysis tools that facilitate problem solving. Most advanced courses involve cases or projects requiring computer modeling and analysis.

The finance concentration requires 9 semester hours of course work from a specified list of courses. FIN 850, Managerial Finance, must be taken prior to or concurrent with courses that comprise the concentration. Students may take no more than two 600- or 700-level courses.

Course requirements for the concentration in finance:  
Required  
FIN 860, Cases in Financial Management and Investments  

Elective  
FIN 821, Investment Analysis and Portfolio Management  
FIN 823/ECON 847, Risk Management with Options and Futures  
FIN 625/ECON 674, International Finance  
FIN 830, Financial Institutions and Markets  
FIN 870, Financial Modeling  

MBA—Health Care Administration
The MBA—Health Care Administration concentration offers the opportunity to study business administration at the graduate level with particular emphasis on health care management. Building on the MBA curriculum, this concentration provides understanding and knowledge of the issues facing organizations in the health services industry. The specialized knowledge will help students cope with managerial processes in the dynamic health care industry.

The health care administration concentration requires 9 semester hours of course work from a specified list of courses.

Course requirements for the concentration in health care administration:  
Elective  
PHS 812, Health Care Policy and Administration  
PHS 814, Social and Behavioral Aspects of Public Health  
PHS 750B, Geographic Information Systems in Community Epidemiology  
PHS 826, Politics of Health Policy Making  
PHS 831, Essentials of Health Insurance and Managed Care  
PHS 833, Health Economics  
PHS 834, Financing Health Care Services  
PHS 835, Organization, Financing, and Delivery of Health Care  
PHS 841, Leadership and Change Agency in Public Health  
PHS 858, Long-Term Care Systems  

MBA—Marketing
The MBA—Marketing concentration prepares students for a career in general marketing, marketing management, marketing research, and services marketing. The
curriculum focuses on fundamental marketing concepts, current marketing practices, and emerging marketing techniques. The specialized knowledge provides the necessary foundation for a solid understanding of the marketing function for organizational success.

The marketing concentration requires 9 semester hours of elective coursework from a specified list of courses. MKT 801, Marketing Management, must be taken prior to or concurrent with courses comprising the concentration. Students may take no more than two 600- or 700-level courses.

Course requirements for the concentration in marketing:

Elective Choices
MKT 601/IB 601, International Marketing
MKT 607, Promotion Management
MKT 608/ENTR 608, Selling and Sales Force Management
MKT 690E, Principles of Online Marketing
MKT 805, Consumer Decision Processes
ENTR 869, Corporate Entrepreneurship
COMM 865, Organizational Communication
IB 601, International Marketing

Executive Master of Business Administration

The Executive Master of Business Administration degree program is developed exclusively for high-potential professionals. The program focuses on the needs of professionals as well as the demands of the globally-competitive business community.

The Executive MBA program curriculum includes insights into human behavior, proven analytical tools, strategic operational and financial management, innovative marketing concepts, and the latest in competitive technology. The program is administered through Barton School of Business Faculty in the accounting, economics, finance, real estate, and decision sciences; management; and marketing and entrepreneurship departments.

The Executive MBA program is completed in twenty-two months and requires completion of 36 credit hours of coursework. Classes meet primarily on Saturdays.

Admission Requirements

Admission to the Executive MBA is granted to students who hold mid- or upper-level professional positions in businesses and nonprofit organizations. All students must hold a bachelor’s degree from a regionally accredited institution. Previous academic training in business is not required for admission to the Executive MBA program.

Although various criteria are considered in granting admission, special attention is given to the applicant’s work experience, potential for advancement in their organization, and demonstrated potential to excel in graduate coursework in business. All applicants are required to submit application materials including letters of recommendation and personal essays, and to complete a personal interview with Barton School faculty and/or administrative staff.

International students are required to have a minimum score of 570 (paper-based) or 230 (computer-based) on the Test of English as a Foreign Language.

Degree Requirements

All students must complete 36 hours of coursework. Students progress through the program as a group.

Executive MBA Course Requirements

Courses ............................................. Hrs.
EMBA 800, Quantitative Decision Methods for Executives ................................3
EMBA 801, Human Behavior and the Management of Organizations .........................3
EMBA 802, Marketing for Executive Management ..............................................3
EMBA 803, Economic Analysis for Executive Management ......................................3
EMBA 804, Global Business and Competitiveness for Executives ...............................3
EMBA 805, Operations Management for Executives ..............................................3
EMBA 806, Financial Statement Analysis for Executive Management ............................3
EMBA 807, Corporate Finance for Executive Management ........................................3
EMBA 808, Managerial Accounting for Executive Management ...............................3
EMBA 809, Information Technology for Executives ...............................................3
EMBA 810, Organizational Investment Strategies for Executives ...............................3
EMBA 811, Competitive Strategy for Executive Management .................................3

Master of Arts in Economics

The Department of Economics presents a curriculum leading to the Master of Arts (MA) degree. Courses of study allow emphasis in one of three tracks: economic analysis, financial economics, or international economics. All three seek to provide students with analytical skills useful in decision-making and a broader understanding of the overall economic environment. Options provide as much flexibility as is compatible with the student’s background and career interests.

The economic analysis sub-specialty is particularly suitable for students who wish to continue their studies in economics at the doctoral level. Financial economics includes coursework in financial management and areas related to money and capital markets, monetary policy, and financial and monetary institutions. It is particularly suited to those seeking employment in the financial sector. International economics is geared to those with an interest in the international economy, both from a business and policy perspective.

Admission Criteria

- Academic four-year undergraduate degree from a regionally accredited institution.
- Admission based primarily on grade point average (GPA) and background in economics.

- Admission to full standing requires a GPA of 2.750 for the last 60 hours of course work and all courses in economics and required mathematics.
- Must have completed intermediate level macro- and microeconomics, plus one course in calculus and one in statistics, all with a grade of C or better. These course deficiencies can be made up during the first year.
- The Graduate Record Examination (GRE) is not required.
- Non-native speakers of English must have received 550 on the paper-based, 213 on the computer-based, or 79 on the Internet-based Test of English as a Foreign Language (TOEFL); or have attended another U.S. university as a full-time student enrolled in academic courses for a minimum of one year; or have earned a bachelor’s degree (or higher) from a U.S. university within two years of their proposed semester of admission.

Degree Requirements

All three tracks require either a thesis (30 credit hours) or an independent research project and an additional course in the student’s area of interest (33 credit hours). The MA degree in economics is typically completed in four semesters, although completion in three semesters is not unusual. The graduate coordinator or the department chairperson must approve the candidate’s Plan of Study. All plans of study must include at least 18 hours of graduate-level courses in economics or courses approved by the graduate coordinator. Courses identified as background fundamentals of the MBA program and other courses designated by the economics department may not be included in the hours required for the degree.

Core courses—15 hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hrs.</th>
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</thead>
<tbody>
<tr>
<td>ECON 702</td>
<td>Mathematical Methods in Economics</td>
<td>3</td>
</tr>
<tr>
<td>ECON 731</td>
<td>Applied Econometrics I</td>
<td>3</td>
</tr>
<tr>
<td>ECON 801</td>
<td>Macroeconomic Analysis</td>
<td>3</td>
</tr>
<tr>
<td>ECON 802</td>
<td>Microeconomic Analysis or</td>
<td></td>
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<tr>
<td>ECON 804</td>
<td>Managerial Economics (option not available in economic analysis track)</td>
<td>3</td>
</tr>
<tr>
<td>ECON 803</td>
<td>Analysis of Business Conditions and Forecasting or</td>
<td></td>
</tr>
<tr>
<td>ECON 831</td>
<td>Applied Econometrics II</td>
<td>3</td>
</tr>
</tbody>
</table>

In all tracks, at least 70 percent of credit hours must be at the 700-800 level.

Economic Analysis Track

In addition to the core, a student must take either:
- Five additional courses in economics or related areas and a 3-hour research project (18 credit hours) or four additional courses in economics or related areas and 3 hours of thesis (15 credit hours).

Financial Economics Track

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hrs.</th>
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</thead>
<tbody>
<tr>
<td>FIN 850</td>
<td>Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>ECON 740</td>
<td>Monetary Problems and Policy</td>
<td>3</td>
</tr>
</tbody>
</table>
Three additional courses in economics or finance and a 3-hour research project (12 credit hours) or two additional courses in economics or finance and 3 hours of thesis (9 credit hours).

### International Economies Track

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 672</td>
<td>International Economics and Business</td>
<td>3</td>
</tr>
</tbody>
</table>

ECON 674, International Finance (cross-listed as FIN 625) | 3
ECON 870, International Finance and Investment | 3

Two additional economics/international related courses (such as International Management) and a 3-hour research project (9 credit hours) or one additional economics/international course and 3 hours of thesis (6 credit hours).

### Accounting (ACCT) School of Accountancy

#### Courses for Graduate/Undergraduate Credit

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>ACCT 560</td>
<td>Accounting Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 610</td>
<td>Financial Accounting and Reporting: Special Entities and Complex Issues</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 620</td>
<td>Accounting for Strategic Support and Performance Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 630</td>
<td>Taxation of Business Entities</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 640</td>
<td>Principles of Auditing</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 660</td>
<td>Technology, Risk Management, Security and Control</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 690</td>
<td>Seminar in Selected Topics (1-3)</td>
<td>Repeatable for credit with School of Accountancy consent. Prerequisite: junior standing, advanced standing.</td>
</tr>
<tr>
<td>ACCT 777</td>
<td>Review for Professional Examinations (1-6)</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 781</td>
<td>Cooperative Education</td>
<td>1</td>
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<tr>
<td>ACCT 801</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 815</td>
<td>Financial Accounting and Reporting: Contemporary Issues</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 825</td>
<td>Management Control Systems</td>
<td>3</td>
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### Courses for Graduate Students Only

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<tr>
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<td>Cooperative Education</td>
<td>1</td>
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</table>

### Prerequisites

- Completion of ACCT 220 and 260 with a grade of C or better, advanced standing, junior standing.
- Completion of ACCT 410 with a grade of C or better, advanced standing, junior standing.
- Completion of ACCT 420 with a grade of C or better, advanced standing, junior standing.
- Completion of ACCT 560 with a grade of C or better, advanced standing, junior standing.
- Completion of ACCT 630 with a grade of C or better, advanced standing, junior standing.
- Completion of ACCT 600 with a grade of C or better, advanced standing, junior standing.

### Accounting Information Systems (ACCT 560)

A study of the content, design, and controls of accounting systems, emphasizing the use of computers for processing financial data. Prerequisites: completion of ACCT 220 and 260 with a grade of C or better, advanced standing, junior standing.

### Financial Accounting and Reporting: Special Entities and Complex Issues (ACCT 610)

Focuses on contemporary topics of interest in financial accounting and reporting. Prerequisites: completion of ACCT 320 with a grade of C or better, advanced standing, junior standing.

### Accounting for Strategic Support and Performance Evaluation (ACCT 620)

The use of accounting information to assist management in developing and identifying superior strategies to produce and sustain comparative and/or competitive advantages. Focuses on goal-congruent strategies and incentives. Prerequisites: completion of ACCT 320 with a grade of C or better, advanced standing, junior standing.

### Taxation of Business Entities (ACCT 630)

Studies the federal tax law as it applies to corporations, partnerships, S corporations, and tax-exempt entities. Examines the effect of taxation on business decisions. Prerequisites: completion of ACCT 430 with a grade of C or better, advanced standing, junior standing.

### Principles of Auditing (ACCT 640)

A study of the auditor’s attest function, emphasizing auditing standards and procedures, independence, legal responsibilities, codes of ethical conduct, and evaluation of accounting systems and internal control. Prerequisites: completion of ACCT 410 and 560 with a grade of C or better, advanced standing, junior standing.

### Technology, Risk Management, Security and Control (ACCT 660)

Studies e-commerce technology, risk management, security, and control. Accounting background not required. Prerequisites: junior standing, advanced standing.

### Seminar in Selected Topics (ACCT 690)

Repeatable for credit with School of Accountancy consent. Prerequisite: junior standing, advanced standing.

### Review for Professional Examinations (ACCT 777)

Prep students for professional certification examinations in accounting, including the CPA, CMA, and CIA examinations. Prerequisites: graduate standing and ACCT 430 or equivalent, or permission of the School of Accountancy. Credit may be repeated for credit. Registration for up to 6 semester hours is permitted. Credit for this course does not count for degree credit in the School of Accountancy or Barrett School of Business. Prerequisite: permission of the School of Accountancy.

### Cooperative Education (ACCT 781)

Provides the graduate student with a field placement which integrates theory with practice. Prerequisites: completion of ACCT 410 with a grade of C or better, advanced standing, junior standing.

### Managerial Accounting (ACCT 801)

Examines the use of accounting information to assist management in planning, analyzing, and implementing business decisions and activities. Focuses on strategic and operational performance analysis and evaluation. Prerequisites: graduate standing and MBA 800 or equivalent, or permission of the School of Accountancy. This course is not available for credit in the Master of Accountancy program.

### Financial Accounting and Reporting: Contemporary Issues (ACCT 815)

Uses the case method and financial accounting databases to examine and analyze the application of generally accepted accounting principles to problems of measurement, presentation, and disclosure in financial statements. Focuses on contemporary topics of interest in financial accounting and reporting. Prerequisites: graduate standing and ACCT 610 or equivalent, or permission of the School of Accountancy.

### Management Control Systems (ACCT 825)

Studies accounting in the context of management control systems. Focuses on how accounting interacts with management in achieving an organization’s strategic and operational objectives. Emphasizes contemporary challenges in accounting, related to broadening the types of information captured, measured, and reported. Prerequisites: graduate standing and ACCT 620 or 801 (or equivalent), or permission of the School of Accountancy.

### Taxation of Estates and Trusts (ACCT 831)

Studies the tax consequences of conducting business internationally. Prerequisites: graduate standing and ACCT 630 or equivalent, or permission of the School of Accountancy.

### Tax Research and Selected Topics (ACCT 835)

An in-depth study of traditional and computerized tax research and planning techniques, ethical issues, tax practice issues, and an introduction to state, multistate, and international taxation. Prerequisites: graduate standing and ACCT 430 (or equivalent), or permission of the School of Accountancy.

### Advanced Auditing (ACCT 840)

An advanced study of auditing emphasizing auditing computerized systems, statistical sampling, and ethics. Prerequisites: graduate standing and ACCT 410 and 640 (or equivalent), or permission of the School of Accountancy.

### Advanced Accounting Information Systems (ACCT 860)

A study of the concepts of information systems, their design and operation, and the relationship of these concepts to the economic information requirements, information flows, decision criteria, and control mechanisms in the business organization. Prerequisites: graduate standing and ACCT 560 (or equivalent), or permission of the School of Accountancy.

### Seminar in Special Topics (ACCT 890)

Repeatable with permission of the School of Accountancy.

### Directed Study in Accounting (ACCT 891)

Prerequisite: School of Accountancy consent.

### Internship in Accounting (ACCT 892)

Offered Cr/NCr only. Prerequisites: 3.000 GPA in accounting, graduate standing, and School of Accountancy consent.

### Business Law (BLAW)

#### Department of Finance, Real Estate, and Decision Sciences

#### Courses for Graduate/Undergraduate Credit

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<tr>
<td>BLAW 635</td>
<td>Law of Commercial Transactions</td>
<td>3</td>
</tr>
<tr>
<td>BLAW 636</td>
<td>Law of Business Associations</td>
<td>3</td>
</tr>
</tbody>
</table>

### Law of Commercial Transactions (BLAW 635)

Law of contracts, bailments, sales, commercial paper, and secured transactions. Prerequisites: graded S/U. May be repeated for credit. Registration for up to 6 semester hours is permitted. Credit for this course does not count for degree credit in the School of Accountancy or Barrett School of Business. Prerequisite: permission of the School of Accountancy.

### Law of Business Associations (BLAW 636)

Law of agency, partnerships, and corporations. Considers the organizational
and relational aspects of both small, closely held businesses and large corporate enterprises. Prerequisite: junior standing, advanced standing.

BLAW 690. Seminar in Selected Topics (1-3). Repeatable with departmental consent. Prerequisites: junior standing, advanced standing.

Courses for Graduate Students Only

BLAW 890. Seminar in Special Topics (1-3). Repeatable with departmental consent.

Decision Sciences (D S)

Department of Finance, Real Estate, and Decision Sciences

Courses for Graduate/Undergraduate Credit

DS 655. Project Management (3). This hands-on and project-based technology course establishes fundamental guidelines for defining the project process and designing time-constrained projects. Covers core methodology for managing complex projects on time. Utilizes a software tool. Prerequisites: DS 350 or instructor consent.

DS 660. Enterprise Systems (3). Introduces the underlying need for integration in organizations that have traditionally operated with fragmented information systems. The focus will be on ERP (Enterprise Resource Planning) systems, but other e-commerce systems will be discussed. Includes an overview of ERP systems, business processes, and implementation issues. Covers relevant software packages. Prerequisites: junior standing, advanced standing, and DS 350, or instructor consent. Not open to students with credit in DS 860.

DS 665. Supply Chain Management (3). Emphasizing global integration and coordination, this introductory course delivers the basic concepts and decision-making models critical to managing a global supply chain. Topics covered include supply chain design and operation, logistics strategies and network configuration, inventory management and risk pooling, the role of information technology in the supply chain, warehousing, and material handling systems, supplier relations, and strategic alliances. Prerequisites: junior standing, advanced standing, and DS 350, or instructor consent. Not open to students with credit in DS 865.

DS 675. Spreadsheet Modeling for Decision Making (3). Adopts a practical spreadsheet-based approach to the modeling of a wide variety of business problems. Concentrates on problem solving in an interdisciplinary context and developing spreadsheet skills. Prerequisites: junior standing and DS 350, or instructor consent. Not open to students with credit in DS 875.

DS 690. Seminar in Selected Topics (1-3). Repeatable with departmental consent. Prerequisites: junior standing, advanced standing.

DS 750. Workshop in Decision Sciences (1-4). Prerequisite: junior standing.

Courses for Graduate Students Only

DS 850. Operations Management (3). Develops an understanding of the operations function in a business and how it interfaces with other major functions in business. Students gain an appreciation of the strategic importance of operations and how a firm can gain competitive advantage through world-class performance by operations in delivering high-quality, cost-competitive products and services. Builds a knowledge base of the concepts, tools, and techniques related to designing, managing, and improving operations. Helps managers, regardless of functional specialization, gain an “operations perspective.” Prerequisites: calculus and statistics.

DS 851. Advanced Operations Management (3). This is an advanced course in the conceptual and applied aspects of Operations Management in the manufacturing and non-manufacturing sectors, as well as on the Internet. The thrust of the course is on strategic issues, process analysis, and the role of technology in supporting Operations. Students will learn how software, like SAP if available, can perform Operations Management tasks. Case studies will be used. Prerequisite: DS 850 or equivalent.

DS 860 ERP-Enterprise Resource Planning (3). This course provides an overview of Enterprise Resource Planning (ERP) and related systems like CRM. E-Commerce systems are designed to assist an organization with the integration and management of its business processes. ERP systems can be expensive and time-consuming to implement. Topics covered include the ERP Life Cycle for Implementation and Change Management. Students will get hands-on exercises with ERP software, like SAP, if available. Prerequisite: DS 850 or equivalent.

DS 865. Supply Chain Management (3). This course introduces concepts, models, and solution approaches critical to management of a supply chain. The focus will be on understanding how supply chain design and operation impact the performance of the company and its competitive advantage. Topics covered include strategy development, profitability, demand forecasting, inventory management, facility location, warehousing, transportation, network design, and information sharing. Prerequisite: DS 850 or equivalent.

DS 875. Management Science (3). This course gives an overview of management science techniques that can be used to solve decision problems in different business functional areas (operations management, finance, marketing, and HR). Students gain analytical skills that make them better decision makers regardless of their area of specialization. The course is example-driven and spreadsheet-based. Prerequisite: DS 850 or equivalent.

DS 890. Seminar in Special Topics (1-3). Repeatable with departmental consent.

DS 891. Directed Studies (1-5). Prerequisite: departmental consent.

Economics (ECON)

Department of Economics

Courses for Graduate/Undergraduate Credit

ECON 605. History of Economic Thought (3). A critical analysis of economic thought, the factors that influence this thought and its impact upon the social and economic development of the modern world. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 611. Economics of Sports (3). An inquiry into the economic aspects of professional and intercollegiate sports. Includes industrial organization of sports, public finance of sports, and the labor economics of sports, as well as the unique competitive nature of the sports enterprise. Not applicable toward the MA in economics. Prerequisite: junior standing.

ECON 614. Industrial Economics and Antitrust Policy (3). Examines the behavior of firms within industries emphasizing antitrust policy. Includes pricing behavior, distribution policies, entry deterrence, advertising, and mergers. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 615. Economics of Transportation (3). A study of how businesses can effectively use transportation both nationally and internationally. Includes the physical and economic characteristics of transportation modes, basic concepts of logistics, and problems and policies related to transportation. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 617. Economics of Regulation (3). A study of the theory and practice of regulation. Includes both the traditional regulation of public utilities and communications and the newer forms of regulation, such as safety and environmental regulations. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 622. Comparative Economic Systems (3). A comparative analysis of the evolutionary structure of capitalism, socialism, and communism. Emphasizes differences in pricing resource allocation, distribution of income, and economic planning. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 625. Economic History of Europe (3). An analysis of the development of economic institutions; the rise of capital-
ECON 627. Economic History of the United States (3). Cross-listed as HIST 515. An analysis of the basic factors in economic growth. Explores agriculture, trade, and commerce; industrial development; and the changing role of the government in economic activity. Prerequisites: ECON 201 and junior standing.

ECON 674. International Finance (3). Cross-listed as FIN 625 and IB 625. A study of the international financial and monetary system, emphasizing currency markets. Examines market instruments and techniques, including synthetic and derivative securities and their application to management of currency risk in international trade and finance. Prerequisites: for undergraduate students, ECON 201, 202, FIN 340, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 688. Urban Economics (3). Cross-listed as PADM. 688. A survey of the economic structure and problems of urban areas on both the microeconomic and macroeconomic levels. Stresses the application of regional economic analysis in the study of urban areas as economic regions. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 692. Group Studies in Economics I-3. Repeatable for credit with departmental consent. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 600. Analysis of Economic Theory (3). An intensive analysis of micro- and macroeconomic principles. Not for graduate credit in the MA program in economics. Prerequisite: departmental consent.


ECON 602. Microeconomic Analysis (3). An analysis of the consumer, the firm, and competitive and noncompetitive markets using mathematical models. Prerequisite: ECON 302 and 702.

ECON 603. Analysis of Business Conditions and Forecasting (3). An intensive study of research methodologies and forecasting for real life business decision-making. Covers formulation of research questions, specification of models, collection of time series and survey data, applications of forecasting techniques, and interpretation and communication of the results. Prerequisites: ECON 800 or equivalent and one semester of introductory statistics.

ECON 804. Managerial Economics (3). A survey of theoretical and analytical tools of economics that are useful in decision-making by managers. Prerequisites: ECON 201Q, 202Q, or 800; one course in statistics; one course in calculus.

ECON 831. Applied Econometrics I (3). A study of regression techniques through business, finance, and economics examples. Reviews the fundamentals of statistics and covers practical model building, data collection, use of statistical software packages, interpretation of regression results, and various diagnostic tests. Prerequisites: for undergraduate students, ECON 201, 202, and junior standing; for graduate students, the equivalent of ECON 201 and 202.

ECON 840. Seminar in Monetary Theory (3). An examination of neoclassical and contemporary monetary theories. Includes an analysis and an evaluation of current monetary problems. Repeatable for credit with departmental consent. Prerequisites: ECON 202 and 340.
ECON 847. Speculative Markets (3). Cross-listed as FIN 823. Analysis of the markets for speculative securities such as futures, options, and commodities. Evaluates underlying theories explaining speculative markets in which such securities are traded. Discusses trading strategies such as hedging and arbitrage. Prerequisite: FIN 840 or equivalent.

ECON 865. State and Local Government Finance (3). Cross-listed as POLS 865 and PADM. 865. An analysis of state and local government expenditure and revenue systems, with an introduction to state and local financial administration. Prerequisites: ECON 765 or instructor's consent.

ECON 870. International Finance and Investment (3). A case study of the contemporary and business-related issues of international finance and investment. Includes foreign exchange markets, European integration, international trade organizations and monetary systems, and emerging markets. Prerequisite: one of the following courses: ECON 672 or 674, MGMT 561, or FIN 625.

ECON 891. Directed Study (1-3). Individual study of various aspects and problems of economics. Repeatable for credit with departmental consent. Prerequisites: graduate standing and departmental consent.

ECON 892. Group Studies in Economics (1-3). Repeatable for credit. Prerequisite: departmental consent.

ECON 896. Thesis (1-2).

Entrepreneurship (ENTR)

Department of Marketing and Entrepreneurship

Courses for Graduate/Undergraduate Credit

ENTR 608. Selling and Sales Force Management (3). Cross-listed as MKT 608. An analysis of current behavioral concepts of personal selling and the problems and policies involved in managing a sales force. Prerequisites: MKT 300, junior standing, advanced standing.

ENTR 610. Short-Term Financial Management (3). An introduction to short-term financial management. Includes bank balances, companson and payment systems, cash management systems, corporate liquidity, receivables and payables management, inventories, and international short-term finance. Prerequisites: FIN 360, junior standing, advanced standing.

ENTR 620. Growing and Managing an Entrepreneurial Firm (3). Focuses on the organization, operation, marketing, and financial management of an on-going entrepreneurial firm. Emphasizes the strategic management of growth associated with a rapidly changing business, as distinguished from "small business management," which could include small enterprise units that are static. Teaches the practical aspects of managing a growing business on a day-to-day basis. Practical application to "intrapreneurship," such as growing a division or department within a larger organization. Prerequisites: ENTR 310C, and junior standing or instructor's consent, advanced standing.

ENTR 668. Developing a Successful Business Plan (3). Emphasizes the development of a comprehensive business plan which incorporates financial and organizational principles associated with entrepreneurial finance including financial structuring of the firm, pro forma development of financial statements and the capitalization of the firm. Explains and illustrates strategies for exiting and harvesting the business. Prerequisites: ENTR 420, senior standing, or instructor's consent, advanced standing.

ENTR 690. Special Topics in Entrepreneurship (3). Advanced course with in-depth study of emerging topics in entrepreneurship. Repeatable with instructor consent. Prerequisites: ENTR 310C, junior standing or instructor's consent, advanced standing.

ENTR 750. Workshop in Entrepreneurship (1-4). Prerequisite: junior standing.

Courses for Graduate Students Only

ENTR 812. Introduction to Total Quality Management (3). Cross-listed as MGMT 812. Introduces the philosophy of quality improvement and compares/contrasts these views with traditional management thought. Also introduces the basic components of the quality improvement process. Includes application exercises in quality improvement techniques and experience with team concept.

ENTR 868. New Venture Feasibility Seminar (3). Focuses on directing students in the appropriate methods of selecting financial sources and in raising seed capital through the preparation of a comprehensive feasibility study. Covers (1) sources of capital, such as venture capitalists, investment bankers, banks, and creative forms of financing; (2) marketing opportunity analysis; (3) pro forma development; (4) feasibility decision making; and (5) actual preparation of the loan package. Prerequisites: ACCT 810 or its equivalent, or instructor's consent. Not open to students with credit in ENTR 668.

ENTR 869. Corporate Entrepreneurship (3). Addresses trends, current status, and success factors in the area of innovation and entrepreneurship within organizations. Examines principles applicable to any organization, large or small, private or public, by those people who wish to create change and innovate within the existing structure. Covers (1) foundations of entrepreneurship; (2) barriers to change; (3) entrepreneurial characteristics of individuals; (4) creative thinking and forced ideation methods; (5) corporate entrepreneurship—the need for it, definition, methods, favorable environment, and rewards; (6) examples of corporate entrepreneurship; (7) entrepreneurial strategies, policies, and practices for organizations; and (8) the entrepreneurial society, a growing way of life.

ENTR 890. Seminar in Special Topics (1-3). Repeatable with instructor consent.

ENTR 891. Directed Studies (1-5). Prerequisite: instructor consent.

Executive Master of Business Administration (EMBA)

Graduate Studies in Business

Courses for Graduate Students Only

EMBA 800. Quantitative Decision Methods for Executives (3). Introduces methods of statistical inference, emphasizing applications to administrative and management decision problems. Includes classical estimation and hypothesis testing, regression, correlation, analysis of variance, and non-parametric methods. Prerequisite: admission to EMBA program.

EMBA 801. Human Behavior and the Management of Organizations (3). Examines leadership styles, power, authority, motivations, communications, and their impact on human behavior. Includes organizational learning, team building, participative management, transformational leadership, managing diversity, conflict management, network organizations, organizational change, and re-engineering. Prerequisite: admission to EMBA program.

EMBA 802. Marketing for Executive Management (3). Focuses on the analysis, planning, and implementation of marketing strategies from middle- and upper-management perspectives. Introduces key concepts and methods for the development of integrated marketing programs. Prerequisite: admission to Executive MBA program.

EMBA 803. Economic Analysis for Executive Management (3). Focuses on the elements of economics that are most useful for middle- and upper-level managers. Covers the internal operations of the firm (cost structures and internal organization), the micro environment of the firm (market structures, pricing policies, antitrust and other government regulations), and the macro environment (sources and predictions of economic statistics, government macroeconomic policies, international economics). Prerequisite: admission to Executive MBA program.

EMBA 804. Operations Management for Executives (3). Focuses on the processes by which goods and services are supplied, produced, and distributed in organizations. Emphasizes systems for analyzing design and operational problems in the production/operations function. Prerequisite: admission to Executive MBA program.

EMBA 805. Global Business and Competitiveness for Executives (3). Focuses on applications of economic analysis to international business decisions, international and macroeconomic components, understanding the implications of macro policies and developments for the firm's business environment, expansions into foreign markets, foreign investment and the relevance of global changes in technology and labor productivity, and foreign exchange, balance of payments, and trade policy issues. Prerequisite: admission to Executive MBA program.
EMBA 806. Financial Statement Analysis for Executive Management (3). Focuses on the nature and purpose of accounting, principal accounting instruments, and valuation problems. Prerequisite: admission to Executive MBA program.

EMBA 807. Corporate Finance for Executive Management (3). Focuses on the strategic decision that an organization makes leading to capital spending. Also includes the risk element in financial decision making and the financial instruments that have evolved to reallocate risk in the economy. Prerequisite: admission to Executive MBA program.

EMBA 808. Managerial Accounting for Executives (3). Focuses on the use of financial information in management decision making. Includes internal reporting systems, cost management systems, planning and budgeting, performance measurement issues, and activity-based management. Prerequisite: admission to Executive MBA program.

EMBA 809. Information Technology for Executives (3). Focuses on information as a resource and the links between business strategy and information technology, the organizational implications of technology, and how to successfully incorporate information technology into organizations to support management decision making and control. Prerequisite: admission to Executive MBA program.

EMBA 810. Organizational Investment Strategies for Executives (3). Focuses on investment management, asset pricing models, factor models, performance assessment, option pricing, and other derivative securities. Prerequisite: admission to Executive MBA program.

EMBA 811. Competitive Strategy for Executive Management (3). Integrates the other courses in the program by addressing the strategic management of an organization. Focuses on developing a strategic plan that maximizes shareholder value, generates commitment and effective action from others in the organization for implementing the plan, and developing a strategy consistent with the organization’s resources while increasing shareholder value by satisfying customers better than do competitors. Prerequisite: admission to Executive MBA program.

Finance (FIN)
Department of Finance, Real Estate, and Decision Sciences

Courses for Graduate/Undergraduate Credit

FIN 611. Real Estate Finance (3). Cross-listed as RE 611. Real estate financing instruments, institutions, traditional and creative financing techniques. Risk analysis, mortgage financing and underwriting, primary and secondary mortgage markets. Prerequisites: FIN 340, junior standing, advanced standing.

FIN 618. Real Estate Investment Analysis (3). Cross-listed as RE 618. Equity investor decision criteria, institutional and ownership entity investment constraints, financial leverage opportunities, cash flow analysis, and creative income tax strategies. Prerequisites: FIN 340, junior standing, advanced standing.


FIN 622. Futures and Options Markets (3). Presents an overview of the futures and options markets. Discusses basic theoretical concepts as well as the practical issues of hedging and speculating in these markets. Prerequisites: FIN 340, junior standing, advanced standing.

FIN 625. International Financial Management (3). Cross-listed as ECON 674 and IB 625. A study of the international financial and monetary system, emphasizing currency markets. Also examines market instruments and techniques, including synthetic and derivative securities and their application to management of currency risk in international trade and finance. Prerequisites: FIN 340, junior standing, advanced standing.

FIN 631. Fixed Income Securities and Markets (3). An analysis of the market for fixed-income securities from the investor’s point of view. Emphasizes pricing of these securities and an understanding of the factors that determine the structure and level of interest rates. Portfolio management techniques and the use of derivatives will also be covered. Prerequisites: FIN 340, junior standing, advanced standing.

FIN 632. Bank and Financial Institution Management (3). Presents and analyzes asset and liability management by banks and financial institutions. Also covers financial institution structure, management, regulation, and operations. Covers risk management topics in detail. Prerequisites: FIN 340, junior standing, advanced standing.

FIN 650. Financial Modeling (3). Provides students experience in solving a variety of financial problems using a modern computer spreadsheet program. Assignments, covering topics from both corporate finance and investments, closely simulate the types of projects faced by financial managers and practitioners. Prerequisites: FIN 440, junior standing, advanced standing.

FIN 660. Cases in Finance (3). An exploration of the problems and operations for which the financial officer is responsible, emphasizing controversial aspects of financial analysis. This is the capstone course in the finance major and should be taken at the end of a finance program. Prerequisites: FIN 340, 440, junior standing, advanced standing.

FIN 690. Seminar in Selected Topics (1-5). Repeatable with departmental consent. Prerequisites: FIN 340, junior standing, advanced standing.

FIN 750. Workshop in Finance (1-4). Prerequisites: FIN 340 and junior standing.

Courses for Graduate Students Only


FIN 823. Risk Management with Options and Futures (3). Cross-listed as ECON 847. Discusses the use of futures and options contracts in managing some of the risks associated with business and investment. Also discusses theoretical issues to provide a basis for understanding the practical uses of these securities. Prerequisite: FIN 840 or equivalent.

FIN 850. Managerial Finance (3). Provides knowledge and tools to make informed investment and financing decisions. Includes capital markets, advanced capital budgeting, decision making under uncertainty, asset pricing models, contingent claims models, capital structure, dividend policy, mergers, restructuring and corporate control, and exchange rate systems and international finance. Prerequisite: FIN 840 or equivalent.


FIN 856. Public Financial Management (3). Deals with selected aspects of state and local government financial management. Introduces fund accounting, costing government services, capital budgeting, debt management, and asset management. Prerequisite: FIN 850 or instructor’s consent. Cross-listed as PADM 866.


FIN 866. Public Financial Management (3). Deals with selected aspects of state and local government financial management. Introduces fund accounting, costing government services, capital budgeting, debt management, and asset management. Prerequisite: FIN 850 or instructor’s consent. Cross-listed as PADM 866.

FIN 890. Seminar in Special Topics (1-3). Repeatable with departmental consent. Prerequisite: FIN 840.

FIN 891. Directed Studies (1-6). Prerequisite: FIN 840 and departmental consent.

Human Resource Management (HRM)
Department of Management

Courses for Graduate/Undergraduate Credit

HRM 664. Labor Relations (3). Presents the philosophy underlying labor legislation and the function of collective bargaining in labor-management relationships. Prerequisite: HRM 466, junior standing, advanced standing.

HRM 666. Human Resource Staffing (3). Analysis of all phases of the selection process as implemented in private and public sector organizations. Includes an analysis of the impact of federal and state anti-discrimination legislation on selection practices as well as human resource planning, recruiting, job analysis, and selection techniques, including testing and
interviewing. Validation of selection techniques is covered. Prerequisites: HRM 466, junior standing, advanced standing.

HRM 668. Compensation (3). Approaches to compensation processes in organizations. Discusses job evaluation techniques, wage level and wage structure determination, individual performance analysis, individual wage rate decisions, incentive plans, and benefits. Considers the legal constraints on compensation practices. Prerequisites: HRM 466, junior standing, advanced standing.

HRM 669. Training and Development (3). Analyzes the training and development function as applied in private and public sector organizations. Considers the role of training and development in today’s business environment, needs assessment, learning objectives, teaching theory, instructional methods and techniques, and evaluation of training effectiveness. Prerequisites: HRM 466, junior standing, advanced standing.

HRM 690. Seminar in Selected Topics (1-5). Repeatable with departmental consent. Prerequisite: HRM 466 or instructor’s consent, junior standing, advanced standing.

HRM 750. Workshop in Human Resources (1-4). Prerequisite: junior standing.

Courses for Graduate Students Only

HRM 867. Seminar in Human Resource Management (3). An in-depth study and analysis of several critical and/or major current problems in human resources and a review of significant literature. Prerequisite: MBA 801 or equivalent.

HRM 868. Strategic Reward Systems (3). A study of the various reward systems used in organizations, including non-financial rewards, and an analysis of their effectiveness in controlling, motivating, attracting and retaining employees given different individual, organizational and environmental contingencies. Prerequisite: MBA 801 or equivalent.

HRM 890. Seminar in Special Topics (1-5). Repeatable with departmental consent.

HRM 891. Directed Studies (1-5). Prerequisite: departmental consent.

International Business (IB)

Department of Management

Courses for Graduate/Undergraduate Credit

IB 561. International Economics and Business (3). Cross-listed as ECON 672. A survey of the economic foundations of international trade and investment. Studies international trade, theory, and policy (the international economy), then explores the operations of the multinational firm within that environment. Prerequisites: junior standing, advanced standing.

IB 600. International Management (3). An overview of international business including strategy and organizational behavior. Equips students to manage effectively in an increasingly diverse global marketplace. Covers international strategy formulation, cross-border alliances, control and coordination systems in multinational organizations, social responsibility and ethics, culture and communication in global management, international negotiations, and management of global human resources. Prerequisites: MGMT 360, IB 333, advanced standing, junior standing.

IB 601. International Marketing (3). Cross-listed as MKT 601. Problems and procedures of marketing in foreign countries. Includes the effects of foreign cultures and marketing systems on the design of marketing programs. Prerequisites: MGMT 360, junior standing, advanced standing.

IB 625. International Financial Management (3). Cross-listed as ECON 674 and FIN 625. A study of the international financial and monetary system, emphasizing currency markets. Also examines market instruments and techniques, including synthetic and derivative securities and their application to management of currency risk in international trade and finance. Prerequisites: FIN 340, ECON 201, 202, or 800; junior standing, advanced standing.

IB 690. Special Topics in International Business (3). Covers emerging topics within the field of international business. Prerequisites: completion of or concurrent enrollment in all required IB courses, junior standing, advanced standing.

Courses for Graduate Students Only

IB 836. International Business and Competitiveness (3). An introduction to international business administration with particular attention to the development of multinational business strategies in light of the diverse economic, political, social, and cultural dimensions of the environments that exist in both developed and developing areas of the world.

IB 890. Seminar in Special Topics (1-3). Repeatable with departmental consent.

IB 891. Directed Studies in IB (1-6). Prerequisite: departmental consent.

IB 892. Internship in IB (1-3). Prerequisite: departmental consent.

Management (MGMT)

Department of Management

Courses for Graduate/Undergraduate Credit

MGMT 660. Designing Effective Organizations (3). Studies how work and workers can be structured to best accomplish the goals of an organization. Explores the interplay of design, technology, strategy, and environment, and discusses frameworks that promote growth, market responsiveness, innovation, and global competitiveness. Emphasizes skills necessary for managing change for maximum effectiveness of individuals, work groups, and the organization as a whole. Prerequisites: MGMT 360, junior standing, advanced standing.

MGMT 661. Coaching, Developing, and Mentoring (3). Managers and leaders of all kinds are judged not on what they do but upon how well their subordinates perform. Course develops positive, supportive management skills for helping individuals and groups achieve their potential. Covers the importance of identifying and hiring superior performers, orienting them to the group, coaching and developing subordinates to their fullest, maintaining motivation at high levels, and merging individuals into a cohesive group. Prerequisites: MGMT 360, junior standing, advanced standing.

MGMT 662. Managing Workplace Diversity (3). Modern organizations face the challenge of managing employees with diverse backgrounds and talents to provide products and services to diverse customers. Course examines work force diversity from the perspective of maximizing its benefits to group and organizational effectiveness, including developing skills to facilitate the constructive resolution of conflict, encouraging cooperation and teamwork and enhancing identification with the work unit. Prerequisites: MGMT 360, junior standing, advanced standing.

MGMT 663. Building Effective Work Teams (3). Significant changes in the business environment have motivated widespread support for the use of teams to accomplish work-related tasks. Course promotes an understanding of the organizational context of a team culture through an analysis of how teams form and group processes that enhance goal accomplishment. Emphasizes skills necessary to manage the organization’s culture, improve group performance, and increase collaboration among team members. Prerequisites: MGMT 360, junior standing, advanced standing.

MGMT 680. Making Effective Decisions (3). A study of the theories of decision making with attention to the factors of creativity, the quest for subjective certainty, rationality, cognitive inhibitors, problem identification, evaluation of alternatives, applications of qualitative methods to decision processes, and decision implementation. Prerequisites: MGMT 360, junior standing, advanced standing.

MGMT 681. Strategic Management (3). An analysis of business problems from a strategic management perspective. A capstone course which integrates the functional areas of business, including management, marketing, finance, accounting, and production. Discusses both domestic and international policy issues, large and small firms, and various sources of competitive advantage. Prerequisites: DS 330, FIN 340, MGMT 360, senior standing, advanced standing.

MGMT 690. Seminar in Selected Topics (1-5). Repeatable with departmental consent. Prerequisites: junior standing, advanced standing.

MGMT 750. Workshop in Management (1-4). Prerequisite: junior standing.
Courses for Graduate Students Only

MGMT 803. Business Decision-Making and Analysis (3). A study of business decision-making and problem-solving methodologies, including problem definition, research design, data-gathering techniques, analytical techniques, reporting strategies, and communication issues. Prerequisite: ECON 231 or equivalent.

MGMT 812. Introduction to Total Quality Management (3). Cross-listed as ENTR 812 and MKT 812. Introduces the philosophy of quality improvement and compares/contrasts these views with traditional management thought. Also introduces the basic components of the quality improvement process. Includes application exercises in quality improvement techniques and experience with team concept.

MGMT 862. Organizational Behavior (3). The study of individual and group behavior as it impacts organizational effectiveness and employee well-being. Applies concepts such as motivation, personality, job attitudes, interpersonal relations, teams, organizational culture, and leadership/influence to organizational settings, emphasizing integration and application of concepts. Prerequisite: MBA 801 or equivalent.

MGMT 865. Communication (3). Cross-listed as COMM 865. An analysis of communication models emphasizing their applications to communication problems in organizations. Explores social-psychological processes underlying persuasion in interpersonal relations and through the mass media. Critically analyzes communication systems and techniques within formal organizations. Prerequisite: MBA 801 or equivalent.

MGMT 885. Advanced Strategic Management (3). An analysis of business problems from a strategic perspective. Builds on prior course work to focus on a firm's ability to develop a sustainable competitive advantage. Firms studied represent a broad range of manufacturing and service, global and domestic, entrepreneurial and mature issues. Prerequisite: to be taken during last semester of student's program, or department consent.

MGMT 890. Seminar in Special Topics (1-3). Repeatable with departmental consent.

MGMT 891. Directed Studies (1-5). Prerequisite: departmental consent.

MGMT 893. Special Project in Management (1-4). A special project including original case research, supervised internships, or field research. Prerequisite: approval of the MS Committee. Open only to MS in business degree candidates.

Management Information Systems (MIS)

Department of Finance, Real Estate, and Decision Sciences

Courses for Graduate/Undergraduate Credit

MIS 600. Database Management Systems (3). Introduces various methodologies for conceptual data modeling including Entity-Relationship Data Modeling and Object-Oriented Database Design. Covers relational database management systems, the SQL standard, and data administration issues. Students obtain hands-on development with SQL servers in a client/server environment in a required database programming project. Covers electronic commerce transaction processing, data warehousing, data mining, and distributed database management. Prerequisites: MIS 310, junior standing, advanced standing.

MIS 605. Systems Analysis and Design (3). Introduces various methodologies for systems analysis, design, and implementation. Examines application development in the context of the overall MIS Master Planning effort; examines techniques related to business process reengineering. Uses a real-life project as the vehicle to put into practice tools and techniques related to interviewing, cost/benefit analysis, computer-aided software engineering, software project management, and system documentation. Prerequisites: MIS 450, junior standing, advanced standing.

MIS 610. Database and Web Programming (3). Uses ASP.NET as the programming tool to teach Web application development. Includes HTML forms and SQL-based data sources for developing interactive and dynamic Web applications within a server-based scripting environment. Covers advanced topics such as SQL and Implementing Security in ASP. Prerequisites: MIS 325 and MIS 450, junior standing, advanced standing.

MIS 620. Knowledge Management (3). Introduces the design and implementation of systems for leveraging organizational knowledge and intellectual capital. Includes the role of expert systems, data warehousing and knowledge discovery tools, knowledge repositories, e-learning applications, and discussion and chat technologies for knowledge creation and sharing in support of decision making and problem solving in business. Prerequisites: MIS 450, junior standing, advanced standing.

MIS 630. Knowledge Management (3). Introduces the design and implementation of systems for leveraging organizational knowledge and intellectual capital. Includes the role of expert systems, data warehousing and knowledge discovery tools, knowledge repositories, e-learning applications, and discussion and chat technologies for knowledge creation and sharing in support of decision making and problem solving in business. Prerequisites: MIS 450, junior standing, advanced standing.

MIS 650. Knowledge Management (3). Introduces the design and implementation of systems for leveraging organizational knowledge and intellectual capital. Includes the role of expert systems, data warehousing and knowledge discovery tools, knowledge repositories, e-learning applications, and discussion and chat technologies for knowledge creation and sharing in support of decision making and problem solving in business. Prerequisites: MIS 450, junior standing, advanced standing.

MIS 660. Management of the IS function (3). Addresses the issues of managing the information systems (IS) function. Includes the role of IS as a corporate entity, developing a strategic plan for IT investments, organizing the IS department, IS personnel management, IS project management, the role of IS as a user-support entity, auditing the IS function, and emerging issues in managing the IS department. Prerequisites: MIS 450 (or concurrent enrollment), junior standing, and advanced standing.

Courses for Graduate Students Only

MIS 874. Management Information Systems (3). Focuses on information as an organizational resource to be managed. Explores the links between business strategy and information technology, and addresses the organizational implications of investing in information systems. Goal is to prepare today's manager with the necessary know-how to successfully manage with information technology.

MIS 884. Database Planning and Management (3). Prepares students to deal with issues in planning and managing organization-wide integrated databases. Emphasizes logical database design and relational database implementation. Includes SQL, assuring database integrity, database conversion, database administration, and data management for computer integrated manufacturing. Prerequisite: MIS 874 or instructor's consent.

MIS 890. Seminar in Special Topics (1-3). Repeatable for credit with departmental consent.

Marketing (MKT)

Department of Marketing and Entrepreneurship

Courses for Graduate/Undergraduate Credit

MKT 601. International Marketing (3). Cross-listed as IB 601. Problems and procedures of marketing in foreign countries. Includes the effects of foreign cultures and marketing systems on the design of marketing programs. Prerequisites: MKT 300, junior standing, advanced standing.

MKT 607. Promotion Management (3). An analysis of all issues involved with the promotion of an organization and its products or services. Students develop coordinated marketing strategies in the areas of advertising, personal sales, public relations, and special promotional activities such as direct marketing, interactive media, and sales promotions. Prerequisites: MKT 300, junior standing, advanced standing.

MKT 608. Selling and Sales Force Management (3). Cross-listed as ENTR 608. An analysis of current behavioral concepts of personal selling and the problems and policies involved in managing a sales force. Prerequisites: MKT 300, advanced standing.

MKT 609. Marketing Programs (3). A study of all the aspects of the marketing mix that are integrated to make an effective and coordinated marketing program. Prerequisites: MKT 300, 6 additional hours of marketing, junior standing, advanced standing.

MKT 690. Seminar in Selected Topics (1-3). Repeatable with instructor consent. Prerequisites: junior standing, advanced standing.

MKT 750. Workshop in Marketing (1-4). Prerequisite: junior standing.
Courses for Graduate Students Only

MKT 801. Marketing Management (3). Develops an understanding of the difference between a sales/marketing department and a marketing orientation. Emphasizes the integral role of a marketing orientation throughout the modern organization. Prerequisite: MKT 800 or equivalent.

MKT 803. Marketing Analysis (3). An application of the scientific method to the design and implementation of research procedures that support the need for management decision-making, planning, and strategy development in the marketplace. Prerequisite: MBA 801 or equivalent.

MKT 805. Consumer Decision Processes (3). An examination of different aspects of the behavior of consumers and of the factors that help explain their behavior. Includes an analysis of current concepts and models. Prerequisite: MBA 801 or instructor consent.

MKT 890. Seminar in Special Topics (1-3). Repeatable with instructor consent.

MKT 891. Directed Studies (1-5). Prerequisite: departmental consent.

Real Estate (RE)

Department of Finance, Real Estate, and Decision Sciences

Courses for Graduate/Undergraduate Credit

RE 611. Real Estate Finance (3). Cross-listed as FIN 611. Real estate financing instruments, institutions, traditional and creative financing techniques. Risk analysis, mortgage financing and underwriting, primary and secondary mortgage markets. Prerequisites: FIN 340 or instructor consent, junior standing, advanced standing.

RE 614. Real Estate Appraisal (3). Analysis of factors that create real estate value. Cost, sales comparison, and capitalized income approaches to market value. Highest and best use analysis. Prerequisites: RE 310 or instructor consent, junior standing, advanced standing.

RE 618. Real Estate Investment Analysis (3). Cross-listed as FIN 618. Equity investor decision criteria, institutional and ownership entity investment constraints, financial leverage opportunities, cash flow analysis, and creative income tax strategies. Prerequisites: FIN 340 or instructor consent, junior standing, advanced standing.

RE 619. Urban Land Development (3). A hands-on course to familiarize students with all aspects of land development, including supply and demand analysis, site selection, feasibility analysis, development financing, cash-flow budgeting, and marketing strategies. Prerequisites: RE 310 or 611 or 618, or instructor consent; junior standing; advanced standing.

RE 690. Seminar in Selected Topics (1-3). Repeatable with departmental consent. Prerequisites: junior standing, advanced standing.

RE 750. Workshop in Real Estate (1-4). Prerequisite: junior standing.

Courses for Graduate Students Only

RE 890. Seminar in Special Topics (1-3). Repeatable with departmental consent.

RE 891. Directed Studies (1-5). Prerequisite: departmental consent.