

## Program Overview

This MHA-MBA dual degree program prepares students to obtain two master's degrees, a MHA degree and an MBA degree. Students who obtain this dual degree can work as executives or managers of healthcare organizations or any other business organizations.

## Application requirements for the M.H.A. program

- completed online application
- \$55 nonrefundable application fee

or

- \$90 nonrefundable international evaluation fee (if applicable)
- a baccalaureate degree from a regionally accredited university (Non-U.S. degrees must be equivalent to a four-year U.S. Bachelor's degree. In most cases, three-year degrees are not considered. Visit our International FAQs (<https://www.gradcollege.txst.edu/international/faqs.html>) for more information.)
- official transcripts required from **each institution** where course credit was granted
- a 2.75 overall GPA or a 2.75 GPA in your last 60 hours (<https://www.gradcollege.txst.edu/admissions/policy.html#gpa>) of undergraduate course work (plus any completed graduate courses)
- a statement of purpose
- resume/CV detailing work experience, extracurricular and community activities, and honors and achievements
- two signed letters of recommendation

### Approved English Proficiency Exam Scores

Applicants are required to submit an approved English proficiency exam score that meets the minimum program requirements below unless they have earned a bachelor's degree or higher from a regionally accredited U.S. institution or the equivalent from a country on our exempt countries list (<http://www.gradcollege.txstate.edu/international/language.html#wavier>).

- official TOEFL iBT scores required with a 78 overall and minimum individual module scores of
- 19 listening
- 19 reading
- 19 speaking
- 18 writing
- Official PTE scores required with a 52 overall
- Official IELTS (academic) scores required with a 6.5 overall and

minimum individual module scores of 6.0

- official Duolingo Scores required with a 110 overall
- official TOEFL Essentials scores required with an 8.5 overall

This program does **not** offer admission if the scores above are not met.

## Application requirements for the M.B.A. program

- completed online application
- \$55 nonrefundable application fee

or

- \$90 nonrefundable international evaluation fee (if applicable)
- a baccalaureate degree from a regionally accredited university (Non-U.S. degrees must be equivalent to a four-year U.S. Bachelor's degree, in most cases, three-year degrees are not considered)
- official transcripts required from **each institution** where course credit was granted
- an overall competitive GPA or a competitive GPA in the last 60 hours of undergraduate course work, plus any completed graduate courses
- responses to specific essay questions (two essays are required):

1. Why have you chosen to pursue a graduate business degree at Texas State University? What do you hope to accomplish during your time in the program?
2. Tell us about your three most significant accomplishments. Why do you view them as such? What lessons did you learn from them?
3. **optional personal statement:** In cover-letter format, student may address the admissions committee about anything related to your background, application, and/or desire to attend graduate school at Texas State University.

- resume/CV detailing applicant's work experience, extracurricular and community activities, and honors and achievements
- two letters of recommendation from persons best able to assess your ability to succeed in graduate school.
- official GMAT/GRE (general test only) not required for applicants with an overall 3.5 GPA or a last-60-hours GPA of 3.5 or higher. If the last-60-hours GPA falls below the minimum requirement of 3.5, the official GMAT or GRE (general test only) with competitive scores will be required in order to be considered. Admissions will notify applicants via email should this occur.

### Approved English Proficiency Exam Scores

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- official TOEFL Essentials scores required with an 8.5 overall

This program does **not** offer admission if the scores above are not met.

Applicants should refer to The Graduate College website for additional information regarding the admission process.

Students who are currently enrolled in either MHA or MBA program can apply to the other program.

## Degree Requirements

Code	Title	Hours
<b>Required Courses</b>		
HA 5300	Healthcare Organization and Delivery	3
B A 5351	Organizational Performance and Competitive Advantage	3
B A 5100	Business Professional Development Seminar (Taken 3 times)	3
HA 5335	Public Health for Healthcare Administrators	3
FIN 5352	Financial Management	3
or HA 5316	Healthcare Financial Management II	
MGT 5314	Organizational Behavior and Theory	3
or HA 5362	Healthcare Organizational Behavior, Theory, and Leadership	
HA 5304	Healthcare Financial Management I	3
HA 5355	Emerging Trends in Healthcare Human Resources	3
HA 5303	Healthcare Analytics and Information System Management	3
MKT 5321	Marketing Management	3
HA 5325	Healthcare Quality and Operations Improvement	3
ANLY 5334	Statistical Methods for Business	3
ANLY 5338	Operations Management	3
ACC 5361	Accounting Analysis for Managerial Decision Making	3
ECO 5316	Managerial Economics	3
HA 5191	Program Competencies Assessments and Integrative Experience Preparation	1
HA 5321	Healthcare Law and Policy	3
MGT 5313	Strategic Management	3
HA 5840	Administrative Field Placement	8
<b>Total Hours</b>		<b>60</b>

Master's level courses in Healthcare Administration and Business Administration: HA, ACC, ANLY, B A, ECO, FIN, MKT, MKT

## Healthcare Administration (HA)

### HA 5111. Topics in Health Administration.

This course includes an in-depth study of a singular topic, or a related problem being encountered by practicing managers in the rapidly changing healthcare industry. Special emphasis is placed on the topic's current relevance and its utilitarian value. This course may be repeated for credit with a different topic area.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

### HA 5191. Program Competencies Assessments and Integrative Experience Preparation.

This course prepares students for the end-of-program, final integrative comprehensive exam to assess students' program competencies. Students complete the final integrative comprehensive exam and prepare for an effective transition from the classroom setting to the contemporary healthcare organization work environment.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

### HA 5199B. Thesis.

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

### HA 5299B. Thesis.

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

### HA 5300. Healthcare Organization and Delivery.

This course includes an overview and comparison of the organization and delivery of health services focusing on the history, development, and current delivery by organizations in the continuum of care. Through the course, students acquire foundational knowledge and management applications pertaining to governance, policy, organizational structures, stakeholders, research, and patient-centered care.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### HA 5301. Healthcare Administration Research Methods.

A study of research methodology as it pertains to healthcare administration. Included are hypothesis forming, designing research, and the collection, manipulation and analysis of data. Knowledge of numeracy and statistics is essential.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5303. Healthcare Analytics and Information System Management.**

This course provides a comprehensive introduction to information systems management for healthcare organizations, with a focus on incorporating analytics for informed decision-making. It covers the determination of information required by whom, design of information flows, procurement of information systems technology resources, assurance of information security, and management of systems integration. Students gain skills in leveraging analytics for insights and trend analysis, optimizing technology solutions, and addressing the unique challenges of healthcare data management.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5304. Healthcare Financial Management I.**

This course introduces selected financial management concepts and practices in healthcare organizations. It is a broad introduction to important financial theories, tools, issues, and terminology. Throughout the course, students apply financial management concepts in practical assignments related to health insurance and reimbursement methods, basic managerial accounting, interpretation of healthcare financial statements, cost and profit analysis, departmental and service-line costing and pricing, and planning and budgeting.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5311. Trends in Healthcare Administration.**

This course offers students an in-depth study of a singular trend or related problem experienced by practicing managers in the rapidly changing healthcare industry. Special emphasis is placed on the selected topic's current relevance and its utilitarian value. Examples of trends can include processes or problems occurring in a specific delivery setting; ethical issues; emerging policy, regulation, or law implications; supply chain; and total quality management. This course may be repeated for credit with a different subject area.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

**HA 5316. Healthcare Financial Management II.**

This course builds on the concepts covered in Financial Management I and emphasizes development and application of analytical, statistical, and mathematical competencies pertaining to time value analysis, risk and return concepts, debt and equity financing, cost of capital, capital budgeting, project risk analysis, lease financing and working capital management.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5321. Healthcare Law and Policy.**

This course addresses legal issues pertaining to health services as they relate to providers and consumers within the healthcare system. It covers the legal issues surrounding the relationship of patients, providers, and healthcare institutions and examines managerial and clinical ethics as they relate to the provision of health services. The course also addresses policy issues at state and national levels, including how to analyze policies and facilitate policy development, from the perspective of various stakeholders. Students evaluate changing healthcare policy paradigms and decision points.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5325. Healthcare Quality and Operations Improvement.**

This course instructs the concepts of quality management in health care integrating quality improvement tools using continuous process improvement methodologies. Students learn to translate healthcare quality management theory, concepts, and knowledge into practice by applying statistical methods and analysis to eliminate defects, reduce waste, and deliver excellent patient/client experiences. Students gain familiarity with the quality standards required by federal and private organizations.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5334. Data-Guided Healthcare Decision-Making.**

This course provides the foundation of quantitative reasoning with data evidence and emphasizes the critical nature of the group decision-making process. The course defines the scope and limitations of decision-making. The role of uncertainties in decision-making are illustrated with examples from health care. The adverse outcomes and their consequences in healthcare decisions are explored. The concepts and tools of decision-making trees are applied to improve the quality of decisions. Students practice identifying and rectifying root causes to mitigate risks of adverse outcomes.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5335. Public Health for Healthcare Administrators.**

This course includes an examination of the ten essential services of public health and the role of the healthcare manager in disease prevention and improvement of the community's health, as well as public health surveillance. Students apply the core public health functions as a framework to contextualize public health issues. Students gain experience and practice identifying sources of data and examining peer-reviewed literature.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5346. Strategic Management and Marketing for Healthcare Organizations.**

This capstone course builds upon analytical skills needed for making evidence-based strategic and marketing decisions. It covers the strategic planning/management process in the competitive healthcare industry including the assessment of both the external and internal environments and alignment of an organization's strengths and weaknesses with external threats and opportunities. The study of marketing functions, principles, and concepts as they relate to the healthcare delivery system is also included. Students develop skills by analyzing a real healthcare organization and recommending strategic and marketing decisions.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5355. Emerging Trends in Healthcare Human Resources.**

This course identifies, analyzes, and suggests strategies for managing emerging human resource trends with a focus on the healthcare industry. Course emphasis includes responding to and providing leadership in the key human resource functions of employment, compensation, benefits, employee relations, leadership and staff development, and succession planning.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5356. Policy Development in Healthcare Arena.**

Prospective healthcare administrators analyze changing healthcare paradigm to determine decision-points where policies can be affected. Course allows students to apply existing skills to real world policy issues at state and national levels and to analyze policy development from numerous stakeholders' viewpoints.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5362. Healthcare Organizational Behavior, Theory, and Leadership.**

This course provides a foundation and conceptual framework for understanding and navigating healthcare organizational behavior, grounded in the study of organizational, management, leadership, motivation, teaming, and cultural theories, drawing from the behavioral and social sciences. Students learn and practice applied skills in communication, motivation, leadership, teaming, collaboration, facilitation, negotiation, decision-making, change and conflict management through an experiential-learning project.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5371. Marketing of Health Services.**

A study of marketing functions and principles as they relate to the healthcare delivery system. Analysis of marketing concepts such as market segmentation, marketing planning, marketing audit, marketing positioning, and marketing mix will be discussed.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5375. Healthcare Accounting.**

An introduction to financial accounting in healthcare with an emphasis on the preparation of non-profit financial statements for healthcare service organizations, control procedures for healthcare entities, and accounting issues unique to the healthcare industry. This course does not earn graduate degree credit.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from Graduate GPA|Leveling

**Grade Mode:** Leveling/Assistantships

**HA 5399A. Thesis.**

This course represents students' initial thesis enrollment. No thesis credit is awarded until students have completed the thesis in Health Administration 5399B. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**HA 5399B. Thesis.**

This course represents students' continuing thesis enrollments. Students continue to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**HA 5450. Administrative Field Placement.**

A one-semester, full-time field experience which allows students to apply their foundational didactic education by means of rotations, experiences, and projects in a healthcare organization. This course is graded on a credit (CR), no-credit (F) basis. Prerequisite: Instructor approval.

**4 Credit Hours. 0 Lecture Contact Hours. 20 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**HA 5599B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**HA 5640. Administrative Practicum.**

This course includes a one semester, part-time field experience designed for students with prior U.S. healthcare or supervisory experience and who work full-time in healthcare. The practicum provides a broader and more in-depth focus on students' exposure to special projects. This course is graded on a credit (CR), no credit (F) basis. Prior Level Assessment (PLA) for prior documented U.S. healthcare or supervisory experience occurs through the student's submission of a portfolio summarizing the recent experience, supported by artifacts (from the last 5 years), and approved by the PLA evaluation committee and the Graduate Dean.

**6 Credit Hours. 0 Lecture Contact Hours. 20 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**HA 5840. Administrative Field Placement.**

A one-semester, full-time field experience which allows students to apply their foundational didactic education by means of rotations, experiences, and projects in a healthcare organization.

**8 Credit Hours. 0 Lecture Contact Hours. 40 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**HA 5999B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

## Accounting (ACC)

**ACC 5315. Selected Topics in Financial Accounting.**

The study of specialized financial accounting topics, existing and prospective, necessary for an advanced understanding of financial reporting. Topics include: pensions and post-retirement benefits, deferred taxes, derivatives, share-based payments, interim and segment reporting and emerging issues of the Emerging Issues Task Force. Prerequisite: ACC 3314 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5316. Advanced Accounting.**

A study of accounting for business combinations and consolidated financial statements. Additional selected topics may include accounting for multinational operations, interim reporting, SEC reporting, partnership and governmental and not-forprofit accounting. Prerequisite: ACC 3313 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5320. Auditing.**

A study of the underlying theory of external financial auditing including professional ethics, auditing standards and procedures, and the role of auditor's judgment. (Suggested for CPA eligibility). Prerequisite: ACC 4313 with a grade of "B" or better. Corequisite: ACC 3314 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5323. Accounting Data Analytics.**

This course introduces students to the process of making decisions using data-driven techniques. Specifically, this course emphasizes question formulation, hypothesis development, data analysis, model building, and model testing using business case studies. Prerequisite: ACC 3313 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5340. Individual Income Tax.**

A study of the tax concepts and issues involved in an individual's employment and personal life, and in sole proprietorships, property transactions, tax administration and tax practice. Regulatory and ethical issues are incorporated into the discussion. Students cannot receive credit for ACC 5340 towards any master's degree in the McCoy College of Business if they have already taken and received credit for ACC 3308 or a course equivalent to ACC 3308 (taken at another institution). Prerequisite: ACC 3313 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5350. Professional Accounting Research.**

This course provides a study of the sources of authoritative standards in financial accounting. The course develops procedures for identifying the applicable accounting issues, locating appropriate authority, and communicating the results of professional research. Corequisite: ACC 3314 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5352. Financial Statement Reporting and Analysis.**

A study of financial statement reporting and analysis. Use of tools and skills will be used to analyze and interpret financial reports for assessing financial performance of firms to facilitate investment, lending, and other financial decisions in a variety of business contexts. Prerequisite: ACC 3305 or ACC 5361 either with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5355. IT Auditing.**

A study of the IT audit: The process of collecting and evaluating evidence of IT system practices and operations. The course develops understanding of the procedures to test whether the systems are safeguarding assets, maintaining data security and operating effectively and efficiently. Prerequisite: ACC 3305 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5357. Regulation and Professionalism.**

This course will cover the professional and legal responsibilities and liabilities of the accounting profession and tax preparers; the commercial law applicable to business transactions; and the legal structure of business organizations. It will also provide a basic overview of corporate and partnership taxation, focusing on current topics and developments. Prerequisites: ACC 3313 and [ACC 4328 or ACC 3308] both with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5361. Accounting Analysis for Managerial Decision Making.**

This course introduces the use of accounting information for improving managerial decision making. Emphasis is on understanding the practice of business management, budgeting, cost behavior, and operational, internal, and management control.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5362. Cost and Managerial Accounting Theory.**

A study of recent developments and topics in the area of cost and managerial accounting. Includes a discussion of quantitative techniques and their applicability to accounting problems. Prerequisites: ACC 3365 or ACC 5361 either with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5366. Business Entity Taxation.**

Federal income tax provisions affecting business decisions, with an emphasis on C Corporations, Limited Liability Companies, and Partnerships. An introduction to the choice, formation, organization, operation and distribution rules of the preceding business entities. Prerequisite: ACC 3313 and [ACC 4328 or ACC 3308] both with grades of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5369. Special Studies in Accounting.**

Directed study and research on selected accounting topics, including the development of accounting thought and research in; advanced tax topics, international accounting, professional ethics and managerial and financial accounting. Courses will be offered as independent instruction. Prerequisite: Instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

**ACC 5370. Internship in Accounting.**

Experiential learning during which the students work in accounting. This work experience may be in public, industry, or governmental accounting units. The student is immersed in a variety of intensive work assignments with increasing levels of responsibility. Students taking ACC 5370 for credit may not take ACC 5680 for credit. Prerequisite: Instructor approval.

**3 Credit Hours. 0 Lecture Contact Hours. 20 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**ACC 5372. Tax Research.**

An examination of the sources of tax authority, which include its primary sources (legislative, judicial, and administrative), as well as secondary sources. The course also develops procedures for identifying the applicable tax issues, locating appropriate tax authority, and communicating the results of tax research. Prerequisite: ACC 4328 or ACC 3308 with a grade of "B" or better. Corequisite: ACC 3314 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5373. Fraud Examination.**

An introduction to the theory and techniques used to prevent, detect, and solve occupational and financial fraud and corruption schemes. Includes forensic accounting procedures, interviewing techniques, rules of evidence, documentary evidence gathering, data analytics, report writing and other aspects of litigation support. Prerequisite: ACC 3305 or ACC 3313 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5375. Business Information Consulting.**

Integrative capstone for the MSAIT program using principles and concepts applied through the analysis and presentation of case studies dealing with current issues or emerging trends in the fields of accounting and information technology for the accounting professionals serving as consultants. Prerequisite: ACC 3305 with a "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5377. Partnership Taxation.**

A comprehensive study of the tax implications of conducting a business as a partnership or as a limited liability company. Life-cycle analysis and tax planning considerations are emphasized. Prerequisite: ACC 4328 or ACC 3308 or ACC 5366 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5378. Tax Practice, Procedures, Audits and Controversy.**

This course focuses on the procedural aspects of tax planning and tax return preparation. Coverage includes IRS enforcement tools and corresponding taxpayer rights, audits and appeals, civil and criminal penalties, and statutory relief provisions. Professional standards and ethical considerations in tax practice are emphasized. Prerequisites: ACC 3314 and [ACC 4328 or ACC 3308] both with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5389. Corporate Governance and Ethics.**

A study of the corporate governance and ethical issues in accounting, including ethical reasoning, integrity, objectivity, independence, core values and professional issues. Prerequisite: ACC 3313 with a grade of "B" or better. Corequisite: ACC 4313 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ACC 5390A. International Accounting.**

A study of the impact of international business activity on accounting standard setting. This course investigates the development of international accounting standards and compares those standards to US standards. Students taking ACC 4390A for credit may not take ACC 5390A for credit. (MULT) Prerequisite: ACC 3313 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Multicultural Content|Topics

**Grade Mode:** Standard Letter

**ACC 5390G. Sustainability Reporting.**

This course on sustainability reporting strategies will examine analytical methods and reporting techniques used by for-profit and non-profit companies to support sustainable operations.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**ACC 5390L. Exploring Accounting Oversight in Washington, D.C..**

This course offers an immersive learning experience in Washington, D.C. The course bridges classroom theory with real-world practice, providing a holistic understanding of the regulatory landscape through exploration of the key institutions shaping the accounting profession. The core of the course consists of guided visits to these institutions. Prerequisite: ACC 4313 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**ACC 5680. Internship in Accounting.**

This internship involves experiential learning over one entire semester during which the students work in accounting. This work experience may be in public, industry, or governmental accounting units. The student is immersed in a variety of intensive work assignments with increasing levels of responsibility. Students taking ACC 5370 for credit may not take ACC 5680 for credit. Prerequisite: Instructor approval.

**6 Credit Hours. 0 Lecture Contact Hours. 40 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**Analytics (ANLY)**

**ANLY 5199B. Thesis.**

This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**ANLY 5299B. Thesis.**

This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**ANLY 5330. Statistical Computing.**

This course covers programming and statistical computing concepts. Programming concepts include data manipulation, data structures, control structures, functions, basic algorithms, and matrix manipulations. Statistical computing topics include numerical linear algebra, Monte Carlo methods, and numerical optimization.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5332. Optimization for Business Analytics.**

This course introduces optimization theory and applications for analyzing and solving business decision-making problems. The students will learn to apply in various business domains optimization concepts and tools such as linear programming, integer/mixed-integer programming, and other classes of optimization models.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5334. Statistical Methods for Business.**

This course provides the quantitative foundation for business analysis and decision making. Topics include inferential statistics, regression analysis, and other analytical/modeling techniques with wide applicability in decision-making and problem solving in all functional areas of business.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5335. Forecasting and Simulation.**

This course introduces the concepts and principles of forecasting and simulation techniques as applies to planning and decision making in organizations. Topical coverage includes time series forecasting, causal forecasting, discrete event simulation, and continuous-event simulation techniques.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5336. Analytics.**

This course introduces analytics which refers to the process of transforming data into information for making decisions. The topics include the introduction to analytics, visualization, analytics applications, and challenges related to business data. Students will learn how to use software, conduct data analysis and communicate their results.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5337. Supply Chain Analytics.**

This course explores the application of data analytics tools and techniques to enhance supply chain performance across strategic, tactical, and operational levels. Topics such as performance analysis, demand planning, inventory management, logistics optimization, and various risk analysis concepts will be discussed from an analytics perspective. Tools such as statistical analysis, optimization, and simulation will be used to improve decision-making in supply chain management. Prerequisite: ANLY 5334 with a "C" or better. Corequisite: ANLY 5335 with a grades of a "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5338. Operations Management.**

This course introduces the processes and strategies to create, produce, and deliver goods and services that drive organizations' overall success. It will highlight operational and tactical problems organizations typically confront and introduce the concepts and analytical tools (both process and systems based) used to deal with these problems.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5339. Analytics Applications in Supply Chain Management.**

This course explores how data analytics optimizes supply chain management. Students will learn applications of descriptive, predictive, and prescriptive analytics used to solve various supply chain management problems. The course covers analytical techniques, real-world case studies, and modern software tools to enhance decision-making and operational efficiency along supply chains. Prerequisite: ANLY 5337 with a grade of a "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5342. Probability and Statistical Models.**

This course introduces the concept of probability and probability distributions. It includes general and generalized linear models, inflated and mixture models, and hierarchical models. Model validity and choice will also be discussed.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5343. Data Mining.**

This course covers data mining concepts and applications of data mining techniques to solve business problems. It emphasizes algorithms such as classification, clustering, association, and text mining. Model selection and assessment are also emphasized. Prerequisite: ANLY 5336 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ANLY 5369. Independent Study in Analytics.**

This course focuses on individual in-depth research. Students, in consultation with a faculty member, choose a selected area of study in quantitative methods and work independently on a specialized project. Course may be repeated with approval of department chair. Prerequisite: Instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

**ANLY 5395. Internship in Analytics.**

This course is based on experiential learning while the student works in quantitative methods and statistics. Students will integrate both professional and academic experiences through the internship with an external employer. Prerequisite: Instructor approval.

**3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**ANLY 5399A. Thesis.**

This course represents a student's initial thesis enrollment. No thesis credit is awarded until the student has completed the thesis in Data Analytics and Information Systems. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**ANLY 5399B. Thesis.**

This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**ANLY 5599B. Thesis.**

This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**ANLY 5999B. Thesis.**

This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

## **Business Administration (B A)**

**B A 5100. Business Professional Development Seminar.**

This course is designed to contribute to the development of the business professional. Academic content is supplemented by training in soft skill topics to better prepare the students for a successful business career. Repeatable for credit with different topic.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**B A 5351. Organizational Performance and Competitive Advantage.**

This course is designed to provide an integrative understanding of the firm. A variety of organizational models and perspectives will be incorporated to facilitate understanding of the complexities of the firm, its environments, and its relationships with stakeholders. Includes focus on case analysis issues and communication skills.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**B A 5353. Understanding and Analyzing Organizational Problems.**

An introduction to the concepts of economic theory and optimization, with an emphasis on developing skills in data and economic analysis to solve business problems. Coverage includes prices, costs, market structures, macroeconomic policies, and optimization. Corequisite: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**B A 5368A. MBA Full Time Cohort International Experience.**

This course will focus on developing an understanding and analysis of issues related to business challenges in another country. Students will gain first-hand experience with the business practices, culture and economy of another country. Corequisite: MGT 5313 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**B A 5396. Internship in Business Administration.**

This course is based on experiential learning while the student works in business administration. Students will integrate both professional and academic experiences through the internship with an external employer. Prerequisite: Instructor approval.

**3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

**B A 5398. Independent Study in Business Administration.**

This course focuses on individual in-depth research. Students, in consultation with a faculty member, choose a selected area of study in business administration and work independently on a specialized project. Course may be repeated with approval of associate dean for graduate programs. Prerequisite: Instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

## **Business Law (BLAW)**

**BLAW 5310. The Employment Relationship.**

A study of trends in the rapidly evolving "law of workplace," with emphasis on how lawmakers attempt to balance the rights and responsibilities of employers and workers. Prerequisite: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**BLAW 5315. Legal Issues in International Business.**

This course examines legal issues relevant to international business transactions, emphasizing international trade, licensing of intellectual property, and foreign direct investment. Environmental, dispute resolution, labor, e-commerce, marketing, and ethical issues will also be discussed. (MULT).

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Multicultural Content

**Grade Mode:** Standard Letter

**BLAW 5333. Legal Issues of Sustainability and Responsibility.**

Diverse frameworks and analytical methods underlying our understanding of sustainability are explored, including the legal aspects & impact on business, society, environment and economy. Topics include corporate governance, globalization, urbanization, energy, human population, food, natural resources, water and equity.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**BLAW 5364. Commercial Law.**

A traditional business law course which examines sales, negotiable instruments, creditor's rights and remedies, secured transactions, bankruptcy law, personal property, bailments, real property and landlord-tenant relationships. Prerequisite: BLAW 3301 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**BLAW 5368I. International Business Ethics.**

This course examines the legal and ethical challenges inherent in international marketing, international environmental and energy practices, international labor and employment practices, trade negotiations, foreign direct investment, intellectual property licensing, technology development, data collection mining, corporate tax inversion, and global corporate social responsibility. Students will also discuss the individual behavioral, organizational, and cultural factors that influence ethical and unethical business decisions in the global business environment.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

## **Economics (ECO)**

**ECO 5302. Economic Theory and Policy.**

An intensive study of micro-and macroeconomic concepts; the price system as it functions under competition, monopoly, monopolistic competition and oligopoly; national income measurement and determination; business cycles; money and banking; monetary policy; fiscal policy and economic stabilization. May not be counted as an elective MBA course. This course does not earn graduate degree credit.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Exclude from Graduate GPA|Leveling

**Grade Mode:** Leveling/Assistantships

**ECO 5310. International Economics.**

Examination of the patterns of trade and finance among nations, integrating the topics of exchange rates, trade barriers, customs unions, and macroeconomics policy into a unified treatment of international economic relations. (MULT) Prerequisite: B A 5353 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Multicultural Content

**Grade Mode:** Standard Letter

**ECO 5316. Managerial Economics.**

The application of economic theory and analysis to the formulation of business policy, including demand analysis, production theory, linear programming, and pricing policy. (MBA with Technology Emphasis students complete TECH 5315.) Prerequisite: QMST 5334 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**ECO 5320. Emerging Market Economies.**

The course focuses on the structural characteristics of the emerging market economies, with an emphasis on analyzing the salient economic challenges and opportunities facing contemporary emerging market economies. Prerequisites: B A 5353 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

## **Finance (FIN)**

**FIN 5322. Investment Analysis.**

This course cover the application of finance theory to investment analysis. Topics include modern investment theories, asset pricing models and derivative pricing models, with a focus on application of derivatives to manage risk exposure. Prerequisite: B A 5352 with a grade of "C" or better or FIN 3312 with a grade of "D" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**FIN 5332. Portfolio Theory and Capital Markets.**

This course is designed to provide students with an overview of the strategies for creating and managing portfolios. At the end of this course, students should understand the tools for investment management.

Topics covered include portfolio construction and analysis, risk analysis, asset class management, derivatives, and portfolio performance analysis.

Prerequisite: FIN 5322 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**FIN 5338. International Investments and Financial Management.**

Examination of economic incentives and rationale for international investment and financing. Topics include exchange rate risk exposure and management, global debt and equity investment and financing, foreign currency derivative markets, and general investment and financing strategy in global capital market. (MULT) Prerequisite: B A 5352 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Multicultural Content

**Grade Mode:** Standard Letter

**FIN 5347C. Real Estate Investment.**

An application of capital budgeting to real estate investment decisions. Prerequisite: FIN 5387 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Topics

**Grade Mode:** Standard Letter

**FIN 5352. Financial Management.**

This course introduces students to the major considerations in financial decision making. These considerations are analyzed by exploring the role of financial managers in creating value and maximizing shareholder wealth within the constraints of legal and ethical behavior. The development of critical thinking, quantitative applications, and analytical skills are major goals of this course because the topics require knowledge of specialized problem-solving techniques. Prerequisite: ACC 5361 with a grade of "C" or better. Corequisite: QMST 5334 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Dif Tui- Business Admin

**Grade Mode:** Standard Letter

**FIN 5387. Managerial Finance.**

Concentrates on the finance function, analysis and budgeting of funds, management of current assets, short and intermediate-term financing requirements, long-term debt policy and capital structure, capital budgeting, and the concept of cost of capital. Risk and return trade-offs also are studied. Prerequisite: B A 5352 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**Management (MGT)**

**MGT 5199B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**MGT 5299B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**MGT 5301. Graduate Assistant Development.**

Completion of this course is required as a condition of employment for graduate assistants. The course is seminar based and covers topics related to employment responsibilities. This course does not earn graduate degree credit.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Graduate Assistantship|Exclude from Graduate GPA

**Grade Mode:** Leveling/Assistantships

**MGT 5310. Organizational Change Management.**

Presents an overview of the process of change in an organization and stresses the key issues involved in reengineering and renewing organizations. Problems dealing with stress and conflict during major change will be explored along with practical ideas on building effective teams to make change possible and sustainable.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5311. Process Improvement Management in Organizations.**

Learn existing and latest developments in process improvement techniques for continuous improvement and the role of quality as a system for establishing an organization's competitive advantage. Process mapping is emphasized and assessment of effectiveness in the interactions of the managerial and technical systems of organizations is also studied.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5312. Seminar in Management.**

Development of philosophy, strategy, and tactics in managing an enterprise. Administrative processes common to all enterprises, such as entrepreneurship, business and society, leadership and group behavior in organizations, business ethics, and international management. (Course may be repeated for credit with different course focus.)

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5313. Strategic Management.**

An integrative approach to policy formulation and administration (decision making) to achieve organization objectives. Should be taken the last semester of student's MBA program. Prerequisite: ACC 5361 and FIN 5387 and MKT 5321 and QMST 5334 all with grades of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5314. Organizational Behavior and Theory.**

Organizational behavior and structure as influenced by environmental variables and system relationships. Prerequisite: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5315. New Venture Management.**

This course provides an overview of the entrepreneurial process from the initial idea through start-up, growth, and harvest. Students learn how to write a business plan, manage all the elements of an entrepreneurial business, and develop a better understanding of the requirements of the entrepreneurial life path.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5318. Cross-Cultural Management.**

The global environment requires sensitivity to and the adaptation of leadership and management skills and practices, and the culture-bound differences in workplace behavior and attitudes. Explores how differences in cultural core values shape behavior and attitudes of workers, managerial colleagues, and negotiating partners. (MULT)  
Prerequisites: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Multicultural Content

**Grade Mode:** Standard Letter

**MGT 5321. Supply Chain Management.**

A variety of tools and frameworks provide students and understanding of the basis behind supply chain decision making. Topics include supply management concepts, demand-supply management, pull/push system, capacity and resource allocation, performance measurement, relationship assessment, and outsourcing in an integrated supply chain. Require graduate standing.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5325. Managing Business Creativity.**

This course focuses on the means by which businesses and individuals foster and maintain their creative and innovative skills. Key topics include: idea generation and refinement, idea screening, prototype development, and feasibility analysis. Objectives are met through classroom exercises, case analysis, guest speakers, and individual and team projects.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5330. Seminar in Human Resource Management.**

A study of current developments and practices in human resource management, including employment laws; planning, recruitment and selection; training and development programs; wage and benefits administration; performance management, human relations and productivity; labor relations; safety and health; an current contributions to human resource management theory.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5333. Problems in Business Administration.**

The student is here given the opportunity to work in the field of his special interest, particularly in the subjects of accounting, business law, marketing, statistics, finance, and insurance. The course will be conducted by conferences between the student and instructors concerned. Problems will be assigned as nearly as possible for the needs of the individual student.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5335. New Venture Launch.**

The purpose of this class is to ensure students gain a full understanding of what it takes to start and grow a business. Students learn the process of creating a new venture from the inside by planning, organizing and launching an actual business. Prerequisite: MGT 5315 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5336. Compensation and Benefits.**

This course addresses the rewards systems in organizations. Strategic and technical considerations in designing, administering and managing compensation and benefits plans in organizations, including job analysis and evaluation, wage levels and structures, legal issues, individual and group incentives, and benefits are considered.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5337. Organizational Staffing.**

A study of the methods involved in recruitment and selection of employees with an emphasis on measurement, job analysis, performance appraisal, legal issues, and the role of human resource planning and strategy. This course relies on statistics to teach students to make reliable and valid employment decisions.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5338. Human Resource Development.**

A study of theoretical and applied perspectives on needs assessment, design, development delivery and evaluation of training and development as well as organizational change and development.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5339. International Human Resource Management.**

A study of challenges that decision makers consider when managing their human resources across the globe. Drawing on theories and models from cross-cultural and international management areas, this course covers such topics as globalization, culture, emerging international assignments, and expatriate recruitment, selection, training, repatriation, and career management. (MULT).

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Multicultural Content

**Grade Mode:** Standard Letter

**MGT 5380A. Business Ethics Leadership.**

This course examines a variety of ethical issues in business from multiple stakeholder perspectives (top management, employees, community members, etc.). The course is designed to enhance moral awareness and facilitate individual development with respect to making ethical decisions that contribute to effective corporate management and leadership.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Topics

**Grade Mode:** Standard Letter

**MGT 5380C. Group Dynamics in Organizations.**

This course explores the theoretical framework of group interactions as well as the practical workplace challenges associated with organizing, participating on, and managing teams and groups. It addresses the development and use of teams to improve business organizations and is recommended for graduate students preparing for business careers. Prerequisite: B A 5351 with a grade of "B" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**MGT 5380D. Labor Relations and Negotiation.**

This graduate level course is a study of labor organizations and their impact as well as negotiation and conflict resolution issues. The course will examine the National Labor Relations Act (NLRA), union and employer rights under the NLRA, union organizing, collective bargaining, negotiation, contract administration, mediation and arbitration. Corequisite: MGT 5330 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**MGT 5380E. International Leadership.**

Course will include lectures, business engagements, cultural excursions, and a service-learning project. To reinforce the theories discussed in class students will interact directly with managers, employees, and international business professionals, learn perspective on cultural and leadership issues. Prerequisite: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**MGT 5380F. Management for Organizational Sustainability.**

This course is designed to take a broad look at Sustainability from both Ecological and Organizational perspective.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**MGT 5380G. Artificial Intelligence (AI) for Business Managers.**

This course provides a basic foundation in artificial intelligence for students of the business school by introducing a means to make economically sound decisions regarding the implementation areas. In this course all students of the business school may implement small projects in the functional disciplines of the business school (e.g. marketing, finance, etc.). It could also be of interest for students of the School of Engineering.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**MGT 5390. Managerial Data Analysis.**

Designed to prepare managers to make more effective decisions based upon evidence from data analysis. Covers all elements of the general linear model from t-tests to multiple regression analysis. Involves acquiring and analyzing data for prediction and explanation, developing reports with actionable recommendations, and communicating results for managerial decision-making.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5391. Managing the Communication Process.**

The study and application of theory and psychology of managerial communication using written, oral, and technological modes to communicate within the business environment. The course includes the process and product approach to graphics, leadership, problem solving, prioritizing, interviewing, and communicating change.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5395. Graduate Business Internship.**

Integration of professional and academic experience through internship with an external employer. Prerequisite: Instructor approval.

**3 Credit Hours. 0 Lecture Contact Hours. 15 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MGT 5399A. Thesis.**

This course represents a student's initial thesis enrollment. No thesis credit is awarded until student has completed the thesis in MGT 5399B.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**MGT 5399B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**MGT 5599B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**MGT 5999B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

## Marketing (MKT)

### **MKT 5199B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

### **MKT 5299B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

### **MKT 5321. Marketing Management.**

A study of the planning and coordination of marketing functions, marketing policies, and the analysis of marketing administration.

Prerequisite: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5322. Marketing Research Methods.**

An advanced study of the marketing research process to include problem formulation, determination of sources of information and research design, design of data collection forms, design of the sample, collection of the data, analysis and interpretation of the data, preparation of the research report, and oral presentation of the research findings.

Prerequisite: MKT 5321 and QMST 5334 both with grades of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5323. Qualitative Research in Marketing.**

This course examines qualitative methods as used in marketing and market research. Topics include the design and execution of qualitative research projects using various qualitative methodological approaches.

Activities include application of qualitative methods for conducting research. Students will apply learning in a qualitative research project.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5330. International Marketing.**

An application of marketing concepts to the global business environment. Examines marketing in the light of international economic, social, cultural, business, and environmental factors. Prerequisite: B A 5351 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5331. Integrated Marketing Communications.**

An analysis of consumer behavior in the marketplace and its application to the preparation and presentation of a complete integrated marketing communications plan for a local, regional, and/or national client.

Prerequisite: MKT 5321 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5335. Services Marketing.**

Services dominate the U.S. economy and are becoming critical for competitive advantage in companies across the globe and in all industry sectors. This course examines the foundations of services marketing, which are necessary to create, promise, and deliver a successful, interactive customer experience. Prerequisite: MKT 5321 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5340. Digital Marketing.**

This course examines marketing strategies in the digital environment. It examines the latest technology and analytical tools used in e-marketing and e-commerce, including online advertising, mobile marketing, social media marketing, search marketing, email marketing, and web analytics. Prerequisite: MKT 5321 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5341. Social Media Marketing and Analysis.**

This course provides a conceptual foundation and practical approach for conducting social media analysis and developing a social media marketing plan and/or campaign will be presented. Students will gain hands-on experience using social media strategically to achieve desired marketing goals through a hands-on project. Students will also earn applicable digital marketing certifications. Prerequisite: MKT 5321 with a grade of "C" or better or instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

### **MKT 5345. Marketing Analytics.**

This course is a study of the scientific approach that connects customer data and competitive information to drive marketing decision-making. The course explores customer data analysis techniques and their theoretical foundations that are applied to real world business problems. Students will learn software, conduct data analysis and communicate the results. Prerequisite: MKT 5321 and QMST 5334 both with grades of "C" or better or instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MKT 5346. Contemporary Topics in Marketing Analytics.**

This course covers contemporary topics in marketing analytics. Students will learn (1) concepts and methods in strategic marketing analytics, (2) analytical and mapping tools in geospatial data and information, (3) concepts and methods in Bayesian Networks, (4) Topic Analysis using big data in marketing, and (5) other emerging analytical tools and methods in marketing. Prerequisite: QMST 5334 with a grade of "C" or better or instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MKT 5347. AI and Data Visualization for Marketing.**

This course consists of applied training in foundational topics for artificial intelligence and data visualization. It covers both prediction as well as classification problems. While many technical aspects are covered, the main emphasis is on knowing how to apply a wide range of modern techniques to specific marketing problems. Prerequisite: MKT 5321 and QMST 5334 both with grades of "C" or better or instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 3 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MKT 5348. Python for Marketing Analytics.**

This course consists of learning Python and using this programming language for data analysis and visualization. This course will help to leverage the power of historical data and to develop models that project future trends. Python will be used for exploratory data analysis, market forecasting, customer segmentation, deep learning, social media analysis and analysis of marketing images and videos. Prerequisite: MKT 5321 and QMST 5334 both with grades of "C" or better or instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MKT 5350. Strategic Marketing Analysis and Planning.**

This course examines strategic marketing decision making through the analysis and interpretation of marketing intelligence, metrics, and dashboards. Topics will include data-driven decision making on marketing challenges pertaining to customers, brands, marketing mix decisions, online strategy and social media, market performance, and firm profitability. Prerequisite: MKT 5322 with a grade of "C" or better.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**MKT 5395. Independent Study in Marketing.**

Individual problems or topics will be designed and completed to emphasize selected areas of study in Marketing. Prerequisite: Instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

**MKT 5397I. Entrepreneurial Marketing.**

Entrepreneurship involves the discovery, implementation, and pursuit of new business opportunities. Successful execution of an entrepreneurial idea requires an effective marketing plan and related skills. In this course, we will investigate how marketing concepts (product, price, promotion, place, people, processes, brand image, segmentation, targeting, positioning, quality perceptions) can facilitate entrepreneurs' realization of their ideas. A conceptual foundation and practical approach for developing an entrepreneurship-focused marketing plan will be discussed. Using a hands-on approach, students will gain skills and knowledge on the effective use of marketing concepts to achieve entrepreneurial goals. Prerequisite: Instructor approval.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing|Topics

**Grade Mode:** Standard Letter

**MKT 5398. Internship in Marketing.**

Internship in marketing is an external employer supervised, experiential learning course that enables a student to integrate professional and graduate business coursework. Prerequisite: Instructor approval.

**3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

**MKT 5399A. Thesis.**

This course represents a student's initial thesis enrollments. No thesis credit is awarded until student has completed the thesis in Marketing Research and Analysis.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**MKT 5399B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**MKT 5599B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit

**MKT 5999B. Thesis.**

This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.

**9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Credit/No Credit