

Morgan State University



School of Graduate Studies Catalog 2014-2015

School and College Sections

EARL G. GRAVES SCHOOL OF BUSINESS & MANAGEMENT

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Changes are effected from time to time in the general regulations and in the academic requirements. There are established procedures for making changes and procedures which protect the institution's integrity and welfare. A curriculum or graduation requirement, when altered, is not made retroactive unless the alteration can be accommodated within the span of years required for graduation. Additionally, because of space limitations in limited enrollment programs, Morgan State University may not be able to offer admission to all qualified students applying to these programs and/or class-sections.

EARL G. GRAVES SCHOOL OF BUSINESS & MANAGEMENT

OFFICERS OF ADMINISTRATION

Fikru Boghossian, Ph.D.

Dean, Earl G. Graves School of Business & Management

McMechen Hall, Room 635

Tel: (443) 885-3160; Fax: (443) 885-8253

E-mail: fikru.boghossian@morgan.edu

DOCTOR OF PHILOSOPHY – BUSINESS ADMINISTRATION (Ph.D.)

Leyland M. Lucas, Ph.D.

Graduate Coordinator, Ph.D. Program

McMechen Hall, Room 214-A

Tel: (443) 885-3007; Fax: (443) 885-8252

E-mail: phdsbm@morgan.edu; leyland.lucas@morgan.edu

Objectives

The Ph.D. program prepares graduates for careers in teaching, research and consulting in various functional areas of business. Graduates of the program are expected to make significant contributions to the advancement of knowledge of business practices through research and consulting and to disseminate such knowledge through their teaching.

The curriculum is designed to provide graduates with in-depth exposure to a specific business content area, sophisticated analytical methods, and education techniques. This last feature is unique to the program and is structured around different aspects of exposure to university-level teaching.

Admission

Admission into the Doctoral Program is in the Fall semester only. The deadline for applications is February 1. Completed applications must include all supporting documents and test scores before they can be considered for review. Applications completed after the deadline will be deferred for consideration in the next admission cycle.

Criteria for Admission

- A Masters Degree in Business from a AACSB-accredited college or university with a GPA of 3.0 or higher. Students without such backgrounds will be required to take MBA level business courses at an AACSB-accredited institution in order to ensure adequate preparation prior to enrollment in required doctoral courses.

- Outstanding applicants who only possess a Bachelor's degree may be considered for admission if they possess a GPA of at least 3.5. However, students will be required to enroll in additional preparatory courses, prior to commencing their doctoral studies.
- A satisfactory score on the Graduate Management Admissions Test (GMAT) taken no more than three years prior to applying;
- For students from non-English speaking countries, a minimum score of 550 on the Test of English as a Foreign Language (TOEFL); the exam must not have been taken more than three years prior to applying. This requirement may be waived for students who have had at least a year of university-level education in English;
- Three completed recommendation forms from people who are qualified to comment on the applicant's academic preparation and potential for success in the Doctoral Program;
- An essay on professional plans and what role the doctorate will play in attaining them.

Additional Information for International Applicants

- Completed Supplemental International Applicant Information Sheet;
- An evaluation of the applicant's credentials either from Educational Credential Evaluators, Inc., **P.O. Box 92920, Milwaukee, Wisconsin 53202-0790, (414) 289-3400** or World Education Services, Inc. **Bowling Green Station P.O. Box 5087, New York, NY 10274-5087, (212) 966-6311**. The application for evaluation of foreign credentials must be sent directly to Educational Credential Evaluators, Inc. Official or certified true copies of all grade reports, mark sheets, certificates, diplomas, and similar academic records testifying to the completion of secondary and post-secondary work must accompany the application. These records must include a list of subjects studied, the grades received in each subject on each examination, the maximum and minimum passing marks on each examination, and the student's rank in class. Documents not written in English must be accompanied by official English translations.
- Applicants must **not** send any foreign transcripts, certificates, or portfolios to the School of Graduate Studies.
- International students who fail to register for at least 9 credits each fall and spring semester will jeopardize their visa status and will be reported to the relevant authorities.

New Student Orientation

The New Student Orientation is conducted by the Graduate School early in the Fall semester. All new students should attend this one day orientation, where they are provided with information regarding the institution, the school, and their program.

Advising

Upon joining the program, the Program Director assigns the student an advisor in his/her department. The advisor is expected to assist the student with choosing classes and introduce the student to the research orientation of the area faculty. The student is expected to work closely with the area faculty. The student is also expected to participate in the research seminars of the department, to cooperate with individual faculty members on research projects, and to seek advice from a number of faculty members on their choice of courses and research projects. The student can also expect that the faculty will provide them with appropriate evaluations of their progress.

Students must register for 9 credits each semester in order to be considered for funding. Those who register for less than 9 credits will not be offered research assistantships. In addition, students who are funded by the university will not be allowed to pursue other employment options. Any student who secures additional employment while being funded by the university will have their funding withdrawn.

Individual Study Plan

To assure that students plan their work properly with appropriate advice from the faculty, students are required to maintain an Individual Study Plan, a copy of which is retained by the Program Office. The student submits an initial plan when registering for first semester courses. This plan must be updated every semester, **before** December 1 and May 1. The plan must be approved by the student's faculty adviser before a copy is submitted to the Program Office.

Annual Evaluation

At the end of every academic year, the student is provided with a written evaluation of his/her performance by the Program Director, based on information provided by the department coordinator and other faculty in the student's department. This evaluation is based on an assessment of the student's performance in coursework, research, and professional development activities. This evaluation includes one of the following statements:

- The area faculty considers the student's progress satisfactory.
- The area faculty determined that the student needs to improve his or her performance in order to complete the program.
- The area faculty advises the student to withdraw from the program.

A copy of the evaluation is provided to the Graduate School and becomes a permanent part of the student's record.

The Foundation/Methodology Requirement

The faculty in each major specifies courses, often taught outside the department administering the major, that provide students with foundation for the major course work and methodology for their research. The student must complete five to seven of these courses, depending on the major.

The Professional Development Requirement

Throughout the period of study, all first and second year students who are funded by the University, full-time and part-time, **must attend** Professional Development Seminars. These seminars are intended to provide students with information about the university, the program, and the profession of university research and teaching. Seminars meet on a day and time specified during the academic year, but not in conflict with classes.

Students are also required to attend all departmental seminars and the research methods lecture series sponsored by the Center for the Advancement of Research Methods & Analysis (CARMA). This center is hosted by Virginia Commonwealth University (VCU) and lectures will be simulcast. These sessions will be viewed either in Rms. 211 or 303. A schedule of the simulcast sessions will be made available on Blackboard.

Teaching Requirement

Before graduating, a student must teach at least one course in his or her area of expertise, under the guidance of a faculty member. This assignment will be determined by the department under which the student is studying and timing will be at the discretion of the department chair. The department will identify a senior faculty member to evaluate the student's teaching performance after which feedback will be given and a grade will be assigned. *The student may be asked by the evaluator to develop a plan of action to correct any deficiencies identified during the evaluation.* All students, whether or not they are supported by the university are required to complete the teaching requirement. Students who may have taught classes at other institutions are not exempt from this program requirement.

The student must also prepare a teaching portfolio, designed for prospective employers and containing a statement of teaching philosophy, syllabi and other teaching material, and peer evaluations of the student's teaching. Students are asked to provide the Program Office with a copy of their Teaching Portfolio upon completion of this requirement.

The Major and Minor Fields

The Major

A student must complete six courses (18 credits) in his or her major. These courses usually define the broad area in which the student writes a dissertation and eventually works as a scholar and teacher. The courses taken to satisfy this requirement must be approved by the department doctoral faculty, who may require additional courses to correct academic deficiencies.

Requirements for a major are formulated by the department responsible for the major, with the approval of the Program Director and the Ph.D. Committee. Information on these requirements and on the faculty for each major is provided on the program's web page.

The Minor/Early Research Requirement

The purpose of the minor field is to prepare students to be effective researchers and teachers at the university level. It is also designed to give them skills in empirical and case research, writing and presentation. Recognizing the importance of teaching skills in career development, the courses are designed to guide students in understanding relevant issues associated with teaching college students. Emphasis is therefore placed on developing pedagogical skills and knowledge of psychological and other bases of learning. Three courses (9 credits) must be completed in a minor designed to support the work in the major.

The first part of the Minor Field Exam will be a case study with teaching notes completed under the guidance of a faculty member. The designated faculty member assigns a grade at the completion of the case study. The student must submit the case study, as approved by the designated faculty member, to the program office in order for the grade to be recorded. This case study also serves to satisfy the requirements for the student's first summer paper.

The second part of the Minor field exam is an original research paper prepared under the guidance of a faculty member that has been determined to be of publishable quality. This second summer paper should demonstrate the student's ability to initiate and complete an original research project. It may evolve into as the student's dissertation proposal.

Both sections of the Minor Field exam **must be completed** before a student will be permitted to sit for his/her Major Comprehensive exam.

Major Field Examination

The purpose of the major field examination is to determine whether the student has acquired sufficient mastery of his or her major area of study to warrant admission to candidacy. The examination is conducted by a committee of at least four members of the student's area faculty. The student should obtain a copy of the Advancement to Candidacy form from the Program Office, complete the first page of the form, and submit it to the chairperson of the examination committee at the time of the examination. The Advancement to Candidacy form is an official program document. The entire examination commit-

tee must sign the form on the second page, indicating whether the student has passed or failed. The chairperson should then return the form to the Program Office for the Program Director's signature. If the student fails the examination, the form is retained in the Program Office (and should be retrieved by the student when the examination is repeated). If the student passes, the Graduate School is informed and the student is then officially advanced to candidacy, or ABD ("all but dissertation") status.

Full-time students are required to take their qualifying examination in the second semester of their third year of course work. Part-time students may delay this timetable by only one year. A student who fails the examination must take it a second time and pass within one semester. Students who fail the second time must leave the program; **no third attempt is allowed.**

In order to appeal a decision by the qualifying examination committee, a student must submit a written statement to the Program Director within two weeks of receiving notification of the decision. Any such appeal is reviewed by the Doctoral Program Committee after feedback from the qualifying examination committee. Final decisions will be communicated to the student by the Program Director. The Graduate School will also be advised of the decision and the recommendation.

Dissertation

To complete his or her doctoral degree, the candidate must pursue an original investigation **under faculty direction** and present the results in a dissertation. A dissertation must address a major research issue. It is expected to result in a significant contribution to the received body of knowledge in the field of study. Students work under the guidance of a dissertation committee and, as part of their preparation, enroll in 12 credits of dissertation seminars. These seminars are designed to guide students in their development of a proposal, proposal defense, and dissertation defense.

After completing six credits of dissertation seminars, a student presents a dissertation proposal to their dissertation committee. The committee consists of four members, one of whom is an external faculty member. The external faculty member must come from outside the School of Business. All members of the Committee are selected by the student and must meet the following requirements:

- The Chairperson must be from the major area and must hold the rank of no less than Associate Professor with Tenure.
- One additional member must be from the major area.
- At least one other member must be from the foundation area but not the area of specialization.
- The external member may come either from the major or minor areas.

Within one year of passing the qualifying examination, the candidate must submit a written proposal that presents the projected content of the dissertation. The proposal is the vehicle for communicating the candidate's project to the faculty. It should provide sufficient detail to allow faculty knowledgeable in the subject area to determine the validity and acceptability of the research, both in terms of quality and quantity. The dissertation proposal should be prepared and defended in public before the candidate's Dissertation Committee as soon as the candidate and the adviser have agreed on preliminary guidelines for the dissertation. The chairperson of the Dissertation Committee, the dissertation adviser, determines the format of the proposal defense and conducts it. The outside member should be consulted about the written proposal and should be present for the proposal defense.

After the proposal defense, the Dissertation Chair submits a copy of the proposal to the Program Office, together with suggestions for revising the proposal. The student then revises the proposal and prepares

a document that shows how the issues raised have been addressed in the revised proposal. Once the Dissertation Committee approves this document, a student may continue with the dissertation process. This summary should be provided on the Proposal Defense Form.

In addition to the information above, here are some additional instructions concerning the dissertation, including procedures for the proposal defense.

Please Note:

- Students who pass their qualifying examination will be automatically placed on academic probation if they have not defended their proposal within a year after being informed that they have successfully completed the examination.
- The Dissertation Committee is the candidate's advising group. The candidate is strongly advised to submit research results to all its members on a regular basis. The committee should regularly review the candidate's program of study and may prescribe additional course work or readings at any time. The completed dissertation must be approved by all members of the committee.

It is important to note that **dissertations are written in consultation with and not in spite of** the Dissertation Committee. The dissertation must be in the hands of all members of the committee at least one month prior to this defense. After the student completes the dissertation, the Chairperson certifies to the Doctoral Program Office that no major revisions or problems are anticipated and requests that the defense be scheduled. Upon receiving this notification and a copy of the completed dissertation, the Program Office will circulate an announcement of the defense to all members of the faculty and students who may have an interest in the topic of the dissertation. The format of the defense, which is set by the dissertation adviser, must include an opportunity for any member of the faculty or student attending the defense to question the candidate on the research. At this examination, the candidate must defend the dissertation and otherwise satisfy the committee and other faculty members in attendance that he or she is qualified to receive the degree of Doctor of Philosophy.

At the time of the final examination, the student is responsible for obtaining from the Doctoral Program Office the Advancement to Candidacy Form upon which the result of the qualifying examination is recorded. The committee members complete this application at the final examination and sign the title page of the dissertation to signify their acceptance of it.

Once the program director certifies that all program requirements have been completed for the degree of doctor of philosophy, the candidate must deliver the candidacy application to the School of Graduate Studies. Students are expected to submit their final dissertations to the graduate school in electronic format and in keeping with university guidelines for submitting electronic dissertations. The dissertation must be prepared following the Graduate School's style guide which may be downloaded or obtained from the Program Office's website. Students who deposit their dissertation by the stipulated Fall semester deadline are considered December graduates by the university but are still required to register for the fall semester that has already begun. Students who deposit their dissertation by the stipulated Spring semester deadline are considered May graduates and are required to register for the spring semester that has already begun.

In the event that the Dissertation Committee fails to accept the dissertation, a new defense date will only be scheduled after all recommended changes have been completed. When the student revises the dissertation so that it is acceptable to the committee and the faculty, the dissertation defense must be

reconvened, with the revised dissertation again being provided to the committee a month in advance and notice again being provided to the faculty at least two weeks in advance. **These changes and the new defense must occur within the stipulated time set by the University for completing doctoral studies at the institution.**

Graduation Requirements

- A grade point average of at least 3.3, on a 4 point scale, in all courses taken at Morgan State University;
- A minimum grade of B in each course taken in the area of specialization;
- No more than two grades of C or less may be earned in the program;
- Pass written and oral comprehensive examinations covering major and minor areas of an approved course of study;
- Successful oral defense of a proposed and completed dissertation;
- Submit a final draft of the dissertation to the Director of the Doctoral Program.

Withdrawing from a Course

Students may withdraw from the program by completing a form that can be obtained from the Program Office. A student may withdraw from a course through the third week of classes. Courses dropped during the first two weeks of class are deleted from the student's record; courses dropped after this period will receive an F grade. A student who fails to submit a complete update to their individual study plan within one month of the due date is considered to have withdrawn from the program.

Withdrawal forms may be obtained from the Program Office. The form requires the department chair's signature. If the course is required for the qualifying examination for the major, the doctoral coordinator must also approve the withdrawal. If dropping the course implies a delay in the student's qualifying examination beyond the date required by program rules, the permission of the Program Director is required.

A student considering withdrawing from a course should also remember that full-time status, required for financial aid and student visas, requires that the student take 3 degree courses each semester, not including any English classes that are being taken for remedial purposes. **A student who withdraws from a course and falls below the full-time requirement will (1) forfeit any award they currently receive from the university, and (2) become ineligible for an award in the next semester.**

Leaves of Absence

Students who are obliged to interrupt their studies may apply to the Program Director for a leave of absence from the program. The director will consider an application for a leave of absence only when the student has a definite date for returning to the program and a clear study plan approved by the department coordinator, for his or her work after returning. **Please note that a leave of absence is not retroactive.** If the leave is granted, the student is allowed to register for "matriculation continued." This category of registration is available only to students who are not active in the program. A student working on his or her dissertation **and in contact with his or her adviser or committee** must register for one or more credits of dissertation research.

A student is not required to update his or her Individual Study Plan if he or she is on leave and will continue to be on leave the following semester. Students must do so, however, during the advising period preceding their return.

A full-time student who leaves the program to take a job will not be considered for a leave of absence unless they plan to leave the job at the end of the leave period. A part-time student will not be considered for a leave of absence because of changes in her or her employment situation.

A student who cannot meet the program's conditions for a leave of absence but wants to leave the program and return should withdraw and apply for readmission when the opportunity arises. We are generally inclined to readmit a student in whom our faculty has already invested time and energy, provided the student is in a situation where he or she can progress in the program. We are unwilling, however, to use leaves of absence to encourage delusions about the possibility of progressing in the program while engaged in other employment.

Dismissal from the Program

A student is dismissed from the program if he or she fails the qualifying examination and either does not take it again within one semester or else does so and fails the second time as well. A student may also be dismissed from the program for egregious violations of the student code of conduct.

Students can also be dismissed from the program by action of the Program's Director if, as advised by the Department Coordinator, they fail to make satisfactory progress towards completing their degree. The following are examples of conditions that usually indicate lack of satisfactory progress:

- A grade point average below 3.0 for one academic year.
- Failure to participate in required professional development activities.
- Failure to complete assistantships in a satisfactory manner.
- Failure to make progress commensurate with the student's Individual Study Plan.
- Failure to take the qualifying examination when required (by the end of the second year for a full-time student; by the end of the third year for a part-time student).
- Failure to submit a dissertation proposal within one year after completing the qualifying examination.
- Exceeding the time limit for completing the program (seven years from the date of first enrollment for a student who begins as a full-time student; eight years for a student who begins part-time). Adjustments to these timetables will not be made for students who change their enrollment status during their course of study.

When a student is considered eligible for dismissal because of lack of progress, the student is warned in writing of the faculty's concerns and given a probationary period of one semester to correct his or her deficiencies. The warning may specify particular problems that must be corrected to avoid dismissal. If the student fails to remedy the lack of progress by the end of the probationary period, the student will be dismissed from the program.

Residency Requirements and Time Limits

Anyone who enters the program as a full-time student must complete the program within 7 years after entering. Anyone who enters the program as a part-time student must complete the program within 8 years of entering. **An official leave of absence does not extend this time limit.** When a student exceeds the time limit, he or she is no longer in the program and will not be permitted to register.

The Program Committee may consider requests for extensions from students who have exceeded the time limit. Its policy is to grant extensions only for a few months (one semester at the most) and only if the request includes a date for the final defense of the dissertation within the period of the extension.

In addition, students need to note that:

- Acquiring a doctoral degree requires a strong commitment. Students who stretch out their studies are usually unable to complete them. Thus, full-time students must enroll in a minimum of 9-credit hours per semester. With the exception of credits transferred at the beginning of a student's program, all courses must typically be taken at Morgan State University. The Doctoral Program Committee in very rare cases will grant transfers of credits from other institutions.
- Students must pass written and oral comprehensive examinations. Written and oral comprehensive examinations covering the major area of study are scheduled by the fall of the third year of enrollment in the program.
- A written comprehensive examination covering the minor field is also scheduled in the summer of the first year of enrollment.
- A dissertation proposal must be successfully defended within 12 months of passing the comprehensive examination in the area of specialization.

All requirements for the program must be completed by the end of the stipulated period of study. An extension of not more than one academic year may be granted under extenuating circumstances. Only the Doctoral Program Committee may grant such an extension.

Readmission

Students who have withdrawn from the program or failed to submit a timely update to their study plan may apply for readmission. Such an application is normally considered only during the semester prior to the semester for which one seeks readmission. Decisions on readmission are made by the Program Director in consultation with the faculty of the student's major and will be communicated to the graduate school. Students who have been dismissed from the program cannot be considered for readmission. Students who have left the program by exceeding the time limit for completing their degree will not be readmitted to the program.

Elements of Business Operations

Each student is required to demonstrate mastery of the major elements of business administration prior to taking doctoral seminars. The elements cover such functional areas as accounting, finance, organizational behavior, marketing, information systems, general and operations management. They are designed to give students a broad knowledge of business operations. The following School of Business & Management (SBM) courses address these areas:

ACCT 500: Accounting for Decision Making
BUAD 521: Administrative Theory
BUAD 540: Operations Management
ECON 501: Micro and Macro Economics
ECON 513: Statistical Analysis
FIN 520: Financial Management
INSS 586: Quantitative Analysis
INSS 587: Management Information Technology
MKTG 567: Marketing Management

Every student must satisfy these 3-credit prerequisites prior to beginning formal doctoral study. Each course requirement can be satisfied in one of 3 ways:

- By taking and passing an equivalent course to SBM courses from an AACSB-accredited institution with a grade of at least B, a maximum of five years prior to admission;
- Possession of an undergraduate major in the subject area;
- Passing a proficiency examination administered by the relevant department with a grade of at least B.

Note: Higher-level courses may also be required depending on area of specialization.

Foundation (21 Credits)

The Foundation is common to all students and is designed to provide students with an understanding of the philosophy and tools of scientific inquiry. Emphasis is placed on developing students' research skills. Particular attention is placed on quantitative and qualitative methods involved in research processes. All foundation courses must be completed prior to enrolling in specialization courses. The specific courses will be partly discipline-specific, **but all students must take and pass the following as part of their foundation:**

BUAD 701: Applied Statistics I
 BUAD 702: Foundations of Scientific Research
 BUAD 703: Measurement Theory and Method
 BUAD 705: Applied Statistics II

Other Foundation Courses*

ACCT 705: Introduction to Accounting Research
 BUAD 704: Qualitative Research Methods
 FIN 820: Microeconomic Theory
 FIN 821: Macroeconomic Analysis
 MGMT 860: Seminar in Organizational Behavior
 MGMT 861: Seminar in Organization Theory
 MKTG 883: Multivariate Analysis Techniques

**Three of these courses are chosen by students with the approval of their advisors.*

Area of Specialization (18 Credits)

Each area has a separate set of requirements including research skills and methodology courses. Students choose specific courses with the approval of their advisors. Morgan offers specializations in accounting, finance, information systems, management, and marketing. The goal of specialization is to give students a firm grounding in a functional area of business. This area reflects the student's chosen area of theoretical and intellectual interest.

Courses are designed to develop knowledge and analytical capabilities to contribute to intellectual developments in the field. Following is a list of course offerings.

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Accounting

ACCT 800: Financial Accounting Seminar
ACCT 801: Managerial Accounting Seminar
ACCT 802: Taxation Seminar
ACCT 803: Auditing Seminar
ACCT 804: Accounting Information Systems Seminar
ACCT 805: Accounting Research Seminar I
ACCT 806: Seminar in Selected Accounting Topics
ACCT 807: Empirical Research in Capital Markets

Finance

FIN 822: Theory of Corporate Finance
FIN 823: Seminar in Investment Analysis
FIN 824: Financial Economics
FIN 825: Applied Econometric Methods
FIN 826: Empirical Research in Finance
FIN 830: Derivatives Markets
FIN 831: International Finance Seminar

Information Systems

INSS 840: Foundation in Information Systems
INSS 841: Information Systems Strategy
INSS 842 : Information Systems Seminar I
INSS 843: Information Systems Seminar II
INSS 850: Dynamics of Information Systems in Organizations
INSS 851: Knowledge-Based Information Systems
INSS 852: Enterprise-Wide Infrastructure
INSS 853: Management Databases

Management

MGMT 870: Seminar in Human Resource Management
MGMT 871: Seminar in Business & Society
MGMT 872: Seminar in Strategic Management
MGMT 873: Comparative Management Systems
MGMT 874: International Business Seminar
MGMT 875: Special Topics in Management
MGMT 876: Research Implementation
MGMT 877: Entrepreneurship Seminar

Marketing

MKTG 880: Foundations of Marketing
MKTG 881: Consumer and Organizational Buying Behavior
MKTG 882: Seminar in Strategy and Global Marketing
MKTG 884: Research Implementation
MKTG 890: Social Issues and Public Policy in Marketing
MKTG 891: Special Topics in Marketing

Minor Field (9 Credits)

BUAD 711: Instructional Methods in Business

BUAD 712: Seminar in Case Research and Teaching

BUAD 713: Teaching Practicum

Dissertation (12 Credits)

BUAD 997: Dissertation Guidance

BUAD 998: Dissertation Seminar

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Dr. Darlington Richards

Acting Director of the MBA
Earl G. Graves School of Business & Management
McMechen Hall, Room 101
Tel: (443) 885-4643; Fax: (443) 885-8256
E-mail: darlington.richards@morgan.edu

The Morgan MBA Program

The Morgan MBA Program prepares students to compete for positions in managerial careers in leading organizations. Building careers in the leading business, government and not-for-profit organizations requires highly trained management skill sets. These skill sets include the ability to diagnose complex situations, solve problems completely, make decisions in a timely manner, communicate powerfully and confidently, and take leadership roles in the organization.

The Morgan GLOBAL MBA Program

The Global MBA track prepares students who wish to gain a deeper understanding of issues pertaining to the management of the global enterprises. A student pursuing this track can take five courses in international management. These courses cover the topics of International Business Environment, International Marketing, International Business Law, International Investments and Financial Markets and Banking, and International Strategic Management. Students pursuing this track can also take any two electives from the pool of MBA electives.

The Morgan MBA Program Produces the Following Learning Outcomes:

- A graduate with confidence and pride in his/her education to support the potential for leadership in an organizational setting.
- A graduate with an understanding of business, the competitive marketplace, current practices and fluency in the language of business.
- A graduate with the poise and strength to maintain high ethical and moral standards, and contribute to corporate social responsibility.
- A graduate with an understanding of the importance of data analysis in making effective business decisions.
- A graduate that has a grasp of technology and how it is integrated into process, personal effectiveness and organizational action.
- A graduate that can work effectively in teams, regardless of changing settings and demanding time pressures to accomplish projects.
- A graduate with the attitude that his/her work at Morgan is the first step in a life-long education.

Admission

Admission into The Morgan MBA Program requires proof that the candidate can compete successfully in the program and move to a career in a leading organization. To do this, the candidate provides information in terms of an essay, work experience, undergraduate education and test results to prove his/her ability to compete successfully.

These items are required for admission*:

- Undergraduate transcripts from all undergraduate schools (WES.org or ECE.org evaluation for international transcripts);
- Scores on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE)*;
- Three letters of recommendation;
- A detailed resume;
- An essay on professional plans and what role the MBA will play in attaining them. An interview might also be required.
- Application (Applications are considered on a rolling basis).

*Inquire about having the GMAT/GRE requirement waived, if you recently completed an accredited masters program—or have significant experience in management.

The Foundation Courses are intended to provide students with a sound understanding of organizations and business. These fundamental concepts are necessary to compete in the 600 level Core Courses. A person's background and undergraduate transcript will be analyzed to highlight relevant knowledge to compete effectively. Foundation courses will be required to fill in required knowledge. **Business school graduates with a B or better in required courses taken within a 5 year period will have foundation courses waived.**

Graduation

A student must complete all required Foundation Courses, Core Courses and Electives in the requisite order. Foundation courses should generally precede Core which is followed by elective courses. The Strategic Management course must to be taken in the final/graduating semester along with the comprehensive exam. Depending on background and experience, an MBA at Morgan can range from 36 credit hours to 60 credit hours. Application deadlines for graduation and comprehensive exams must be followed.

During the final term, a comprehensive exam is required to provide the student an opportunity to consolidate and show his/her knowledge. The comprehensive indicates the students' ability to diagnose a complex case and remedy any issues they uncover. A student must pass the comprehensive in order to graduate.

Courses should be taken at the Morgan campus during the MBA. There may be exceptional circumstances that require a class to be taken elsewhere. This requires approval of the Director of the MBA or Dean of the School of Business and Management.

Foundation Courses: 24 Credits

The Foundation courses can be intermixed with Core courses depending on the scheduling of the required Foundation course. In general, Foundation course requirements should be taken when they are offered. Under no circumstance should 600 level courses be taken before or with the pre-requisite Foundation course.

ACCT 500: Accounting Principles for Managers
FIN 501: Overview of Economics
FIN 520: Essential Financial Concepts for Managers

BUAD 521: Organizational Behaviors and the Environment of Business
 INSS 586: Operations Management
 INSS 540: Quantitative and Statistical Skills for Managers.
 MKTG 567: Marketing and the Social Environment
 INSS 587: Fundamentals of Information Technology for Managers

Core Courses: 36 Credits (24 Core: 12 Electives) (Prerequisites in Parentheses)

The following 8 courses, 24 credits, will be required of all students. This series of courses presents an opportunity for students to expand their understanding of how organizations work and simultaneously build leadership skill sets.

ACCT 600: Accounting for Decision Making (ACCT 500)
 FIN 620: Corporate Finance (FIN 520)
 BUAD 625: Organizational Leadership and Ethics (BUAD 521)
 BUAD 647: International Business Environment & Sustainability (BUAD 521)
 MKTG 675: Strategic Marketing & Business Intelligence (MKTG 567)
 INSS 687: Information Technology & Supply Chain Management System (INSS 587)
 BUAD 660 Human Capability Management
 ENTR 651 Innovation and Entrepreneurship
 BUAD 699: Strategic Management
 (ACCT 600, BUAD 647, FIN 620, INSS 687, to be taken in semester of intended graduation)
 4 Electives (12 credits)

MBA Electives

Students must select four (4) courses from the list below that they believe will round out their skill sets for managing. These courses are rotated so students can broaden their managerial mind-set.

Accounting

ACCT 603: Financial Statement Analysis
 ACCT 606: Advanced Auditing
 ACCT 608: Management Information System in Accounting
 ACCT 610: Business Taxation
 ACCT 631: Financial Accounting and Reporting

Finance

FIN 630: International Financial Management (FIN 520)
 FIN 631: Financial Institutions and Markets (FIN 520)
 FIN 632: Investment Analysis (FIN 620)
 FIN 633: Risk Analysis and Insurance (FIN 620)

Business Administration

BUAD 650: Business Research Methods
 BUAD 652: Strategic Human Resource Management (BUAD 521)
 BUAD 654: Organizational Development and Consulting (BUAD 521)
 BUAD 656: Essentials of Negotiations
 BUAD 658: Current Issues in International Business
 BUAD 664: Entrepreneurship (ACCT 500, FIN 520)
 BUAD 666: Internship in Business (With permission)

Marketing

MKTG 676: International Marketing (MKTG 675)

MKTG 677: Promotions Marketing (MKTG 675)

MKTG 681: Marketing in the Services Organization (MKTG 675)

Information Systems

INSS 630: Supply Chain Management and Strategic Sourcing

INSS 632: Logistics Management

INSS 634: Information Systems for Supply Chain Management

INSS 636: Current Issues in Supply Management

PROJ 600: Foundations in Project, Program, and Portfolio Management

PROJ 655: Building and Leading Successful Project Teams (PROJ 600)

PROJ 670: Managing Project Procurement, Quality, and Risk (PROJ 600)

MASTER OF SCIENCE IN PROJECT MANAGEMENT (M.S.)

Ali F. Emdad, Ph.D.

Chairperson

Department of Information Science and Systems

Earl G. Graves School of Business & Management

McMechen Hall, Suite 507

Tel: (443) 885-3443 or 3608; Fax: (443) 885-8255

E-mail:ali.emdad@morgan.edu

Master of Science in Project Management (MSPM) is an interdisciplinary, 30-credit graduate program that uses case-based problem analysis learning environment to provide a comprehensive understanding of all aspects of project management theory and practice. The program brings together courses in project management, business, city & regional planning, engineering, information technology, liberal arts, sciences, social sciences, transportation, and several other disciplines to offer a rich educational experience. The program is based on Project Management Institute (PMI) standards.

Expected Student Learning Outcomes

1. Demonstrate working knowledge of project management terminology, techniques, and analysis
2. Integrate PMI's Project Management Body of Knowledge (PMBOK) knowledge areas
3. Demonstrate ability to develop project management plan
4. Develop strategies for project team and stakeholder management
5. Apply project management knowledge and skills to real life projects

Admission

Admission into the Master of Science in Project Management requires that the candidate provides information that would allow the Department Admissions Committee to evaluate applicants' background and preparation.

The following items are required for admission:

- Completed Application Form.
- Official undergraduate transcripts from all undergraduate schools.
- Three letters of recommendation.
- A detailed resume.
- An essay on professional plans and goals and what role the MSPM will play in reaching them. An interview might also be required.
- Document(s) substantiating two years of full-time work experience.

Core Courses are intended to provide students with a solid understanding of project management tool, theories, and techniques based on widely used standards. Core courses will be required to provide a comprehensive and uniform treatment of all areas of project management so that students could apply the acquired knowledge their selected areas of focus.

Graduation

Students must complete all required prerequisites, mathematics and statistics proficiency (quantitative foundation prior to the start of the program or during the first semester), Core and Supporting courses, The Project Seminar, and the Comprehensive Exam in the requisite order. Math/Stat Proficiency must be established before commencing Project Management coursework. Students must follow the course sequence as determined by the Program. The Project Seminar has to be taken in the last and graduating semester along with the comprehensive exam. Students must follow application deadlines for graduation.

The comprehensive exam is an assessment of the student’s ability to analyze and solve project management problems through case studies and provide solutions. Also, students should be able to demonstrate their comprehensive understanding of project management body of knowledge areas. The comprehensive exam is given in the last semester of study and a date specified for all Comprehensive Exams in the calendar of the School of Graduate Studies/University.

MSPM Program courses should be taken at Morgan. A maximum of two Supporting Courses may be transferred in accordance with the School of Graduate Studies credit transfer policy and the INSS department approval.

Program structure:

Quantitative Foundation Requirement	Proficiency exam or course(s) taken
Core Courses:	15 Credits
Supporting Courses	9 Credits
PM Elective	3 Credits
Project Seminar	3 Credits
Total	30 Credits

Foundation Course

INSS 586: Quantitative and Statistical Skills for Managers. 3 Credits

Students must demonstrate proficiency in mathematics and statistics before taking any core courses. This may be accomplished through one of the following methods: mathematics and statistics courses taken prior to admission, completion of INSS 586, or successfully completing a proficiency exam.

Core Courses (15 Credits)

Core courses are comprehensive in approach and are based on the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK®) and are widely accepted in businesses and industries. Skills identified by PMI include the ability to manage project integration, scope, time, cost, quality, human resources, communications, risk and procurement.

	Credits
PROJ 600:* Foundations in Project, Program, and Portfolio Management *	3
PROJ 650: Project Integration and Scope Management	3
PROJ 655: Building and Leading Successful Project Teams	3
PROJ 660: Project Time and Cost Management	3
PROJ 670: Managing Project Procurement, Quality, and Risk	3

*This course must be taken as the first course in the program

Supporting and Elective Courses (12 Credits)

One course must be an approved **Project Management elective** (3 credits). Also, students select 3 courses (9 credits) from the graduate programs (other than PM) at Morgan State University to integrate their project management skills in a specific subject area of focus from **Architecture; Business; City and Regional Planning; Civil Engineering; Computer Science; Education; Electrical Engineering; Industrial Engineering; Information Technology; Liberal Arts; Public Health; Sciences; Transportation**; as well as courses offered by other graduate programs at Morgan State University. Students are required to obtain department/school/college approval before selecting and enrolling in supporting courses. Departments that offer supporting courses may substitute courses when appropriate. The following list is a sampling of some courses that may be used as Supporting Area Courses.

ACCT 500: Accounting Principles for Managers	3
ACCT 600: Accounting for Decision Making	3
ACCT 603: Financial Statement Analysis	3
BUAD 521: Organizational Behaviors and the Environment of Business	3
BUAD 625: Organizational Leadership and Ethics	3
BUAD 664: Entrepreneurship	3
CEGR 514: Environmental Impact and Risk Assessment	3
CEGR 555: Traffic Engineering I	3
CEGR 656: Transportation Models and Simulation Analysis I	3
CEGR 657: Advanced Topics in Traffic Engineering	3
CEGR 661: Airport Planning and Engineering	3
COSC 532: Math Tools	3
COSC 551: Databases	3
COSC 574: Data Mining	3
CREP 512: Urban Economics	3
CREP 522: Land Development Law	3
CREP 532: Land Development Law	3
CREP 533: Planning Administration and Management	3
CREP 534: Public Policy Analysis	3
EEGR 508: Advanced Linear Systems	3
EEGR 532: Microwave Transmission	3
EEGR 560: Computer Networks	3
FIN 501: Overview of Economics	3
FIN 520: Essential Financial Concepts for Managers	3
FIN 620: Corporate Finance	3
IEGR 512: Advanced Project Management	3
IEGR 530: Advance Simulation	3
IEGR 550: Human Performance Engineering	3
INSS 586: Operations Management	3
INSS 540: Quantitative and Statistical Skills for Managers	3
INSS 587: Fundamentals of Information Technology for Managers	3
INSS 630: Supply Chain Management and Strategic Sourcing	3
INSS 632: Logistics Management	3

INSS 634: Information Systems for Supply Chain Management	3
INSS 636: Current Issues in Supply Chain Management	3
INSS 687: Strategic Information Systems	3
INSS 680: Managing Distributed IT Projects	3
INSS 681: Managing IT Projects	3
MKTG 567: Marketing and the Social Environment	3
PROJ 685: Special Topics in Project Management	3
PUBH 504: Public Health and Health Disparities	3
PHBH 602: Community Health Planning and Evaluation	3
PUBH 742: Health Services Planning and Evaluation	3
PUBH 610: Public Health Research Methods and Systems Thinking	3
PUBH 618: Community-based Participatory Research (CBPR)	3
PUBH 711: Social Marketing of Public Health	3
PUBH 714: Special Studies	3
TRSP 601: Introduction to Urban Transportation	3
TRSP 606: Urban Public Transportation Systems	3

PROJ 798: Project Seminar. 3 Credits

Required of all students in the last semester of the MSPM program. Student must complete the Project Seminar after completing all core courses. This intensive course has a comprehensive project requirement that integrates all knowledge areas and processes. (grading: Pass/Fail)

Comprehensive Exam

One of the requirements of the MSPM degree is successful completion of a written comprehensive exam that is administered in the last semester of the MSPM program. Graduate Comprehensive Exam date is listed in the University Calendar.

Post-Baccalaureate Certificate in Project Management (PBC)

Students who are enrolled in the Post-Baccalaureate Certificate in Project Management complete 15 credit hours of core project management courses. Core courses are comprehensive in approach and are based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®) and are widely accepted in businesses and industries. Skills identified by PMI include the ability to manage project integration, scope, time, cost, quality, human resources, communications, risk and procurement.

Certificate Program Structure

Foundation Course

INSS 586: Quantitative and Statistical Skills for Managers. 3 Credits

Students must demonstrate proficiency in mathematics and statistics before taking courses from the group of core courses. This may be accomplished through one of the following methods: mathematics and statistics courses taken prior to admission, completion of INSS 586, or successfully completing a proficiency exam.

Required Courses for Post-Baccalaureate Certificate in Project Management (PBC)

	Credits
PROJ 600: Foundations in Project, Program, and Portfolio Management *	3
PROJ 650: Project Integration and Scope Management	3
PROJ 655: Building and Leading Successful Project Teams	3
PROJ 660: Project Time and Cost Management	3
PROJ 670: Managing Project Procurements, Quality, and Risk	3

*This course must be taken as the first course in the program

Admission to the Certificate Program

The following items are required for admission:

- Completed Application Form.
- Official undergraduate transcripts from all undergraduate schools.
- Three letters of recommendation.
- A detailed resume.
- Document(s) substantiating two years of full-time work experience.

Graduation

Students must fulfill the following requirements to receive a certificate from MSU:

- Satisfy mathematics and statistics proficiency
- Achieve a minimum grade of "B" in each course for the certificate program.
- Take all courses at MSU. (Course substitutions or transfers are not allowed.)

Note:

Students who wish to obtain additional professional certification known as Project Management Professional (PMP) or CAPM must meet additional conditions that are set by Project Management Institute (PMI). PMI is a non-profit project management professional association that develops, administers, and maintains PMP certification standards.

MASTER OF PROFESSIONAL ACCOUNTANCY

Sharon Gary Finney, Ph.D.

Chairperson

Department of Accounting and Finance

Earl G. Graves School of Business and Management

McMechen Hall, Suite 613

Tel: (443) 885-3445; Fax: (443) 885-8251

The Master of Professional Accountancy (MPA) program is designed for accounting, business and nonbusiness undergraduates seeking to become a Certified Public Accountant and make a career in the accounting profession. While the program focuses on the public accounting field, graduates will be prepared to seek employment in investment banks (e.g., mergers and acquisitions) and in corporate financial management positions. The program offers the specific courses required by the state of Maryland to sit for the CPA examination. For additional information on the requirements for the CPA examination in Maryland, go to the [Maryland Board of Accountancy website](http://www.dllr.state.md.us/license/cpa/): <http://www.dllr.state.md.us/license/cpa/>.

ADMISSION REQUIREMENTS

To be admitted to the MPA program, applicants must have an undergraduate degree from a regionally accredited college or university with a cumulative grade point average of 3.0 or better on a 4.0 scale (conditional admission is available for applicants with GPAs between 2.75 and 3.0. A current score (score less than five years old) on the Graduate Management Admission Test (GMAT) is also required. Applicants are also required to submit official transcripts from all institutions attended, three letters of recommendation, and a one-page personal statement of academic and professional plans.

REQUIREMENTS FOR THE DEGREE

To earn the MPA degree at Morgan State University, students will be required to complete a minimum of 30 credits at the graduate level. All students must meet certain business and accounting exposure requirements in order to qualify for master's level courses.

Business and Accounting Exposure Requirements

These courses or their equivalent must be completed before enrolling in the Core Requirements for MPA Program. Equivalent courses may be transferred from other qualifying institutions. Some of these courses are offered at the undergraduate level at Morgan.

<i>Business Exposure Requirements - Pre-Masters (18 credits)</i>	<i>Credit Hours</i>
ACCT 500 General Accounting Principles	3
BUAD541 Business Environment	3
INSS586 Quantitative Analysis	3
ECON 501 Macro and Micro Economics	3
FIN 520 Financial Management	3
ENGL357 Business Communications	3
 <i>Accounting Exposure Requirements - Undergraduate (12 credits):</i>	 <i>Credit Hours</i>

ACCT 331 Intermediate Accounting I	3
ACCT 320 Federal Income Taxation - Individuals	3
ACCT 402 Advanced Accounting	3
BUAD 382 Business Law	3

<i>Accounting Exposure Courses - Graduate Level (9 credits):</i>	<i>Credit Hours</i>
ACCT 631 Financial Accounting and Reporting (or ACCT 332)	3
ACCT 608 Management Information Systems in Accounting	3
ACCT 606 Advanced Auditing Topics	3

Core Requirements for the MPA Program

Core requirements for the masters in accounting program provide advanced study in managerial accounting, financial accounting, corporate finance and taxation. A capstone course is also required to help students integrate the functional areas of accounting.

<i>Core Requirements for MPA Program (15 credits):</i>	<i>Credit Hours</i>
ACCT 600 Accounting for Decision Making	3
ACCT 603 Financial Statement Analysis	3
FIN 620 Corporate Finance	3
ACCT 610 Business Taxation	3
ACCT 699 Accounting Theory (Capstone)	3

<i>Professional Track Requirements (15 credits):</i>	<i>Credit Hours</i>
BUAD 625 Organizational Leadership and Ethics	3
ACCT 607 Forensic Accounting I	3
FIN 632 Investments	3
Electives	6

Business exposure courses, core courses for the MPA program and professional track course requirements are offered in the evenings to accommodate working students. Undergraduate business and accounting exposure courses are offered both in the daytime and evenings in alternative semesters.

MASTER OF SCIENCE IN HOSPITALITY MANAGEMENT

Dr. Annette George

Assistant Professor & Director, Hospitality Management Program

Department of Business Administration

Earl G. Graves School of Business & Management

McMechen Hall, Room 214F

Tel: 443-885-3792

Email: Annette.George@morgan.edu

The Morgan Master of Science in Hospitality Management is a two-year course of study designed for individuals who seek career and business leadership opportunities in the hospitality industry. The program will provide participants with the needed skills, knowledge and tools to become visionary and creative business leaders.

A. Educational Objectives of the Program

- To provide participants with the needed skills, knowledge and tools to become visionary and creative business leaders in the hospitality and tourism industry.
- To enable participants to build on their strengths and interests, broaden their knowledge of the industry and to promote the growth of education and professional development.
- To promote the use technology and development of critical thinking and communication skills.
- To help prepare those who wish to pursue doctoral programs thereafter.

B. Admission Requirements

Applicants are required to have a bachelor's degree from an accredited university and meet the MSU Graduate School admission requirements.

The following documents are required:

Bachelor's degree transcripts from a recognized institution (International degree transcripts need to be evaluated through Educational Credential Evaluators or World Education Services)

GMAT or GRE Scores (not more than 5 years old)

Three letters of recommendation

Professional goals essay

Completed admission application

In addition, applicants with undergraduate degrees in disciplines other than Hospitality Management or Business Administration may be required to take foundation courses prior to taking the core courses. They must also have completed a minimum of one year full-time work experience in a management or supervisory capacity in the hospitality industry, or three years full-time experience in any position in the hospitality field. Prior work experience in the hospitality industry is not a requirement for applicants with undergraduate degrees in Hospitality Management or Business Administration.

C. Degree Requirements

To be eligible for a Master of Science degree, the program participant must:

- Satisfy all university requirements for a master's degree.

- Complete a minimum of 30 semester credit hours of graduate level course work in the Hospitality Management curriculum and an industry-based case research paper.
- Take the core courses as a cohort and earn a minimum grade point average of B (3.0) in all approved courses in the program.
- Program participants complete courses as a cohort.

No courses, in which a grade below “C” is earned, may be counted toward the MS degree. However, all approved work taken as a participant, will be counted in computing the GPA.

Should exceptional circumstances require that a student takes a course outside of the MS in Hospitality Program at MSU, prior approval from the Director of the Hospitality Program, Chair of the Department of Business Administration and Dean of the School of Business and Management, will be required.

D. MS HOSPITALITY CURRICULUM

Foundation Courses:

BUAD 521	Organizational Behaviors and the Environment of Business
INSS 540	Quantitative and Statistical Skills for Managers

Core Courses 24 Credits

ACCT 500	General Accounting Principles and Concepts
BUAD 625	Organizational Leadership and Ethics
BUAD 664	Entrepreneurship
BUAD 699	Strategic Management
HOMG 600	Principles and Practices of Food Service Management
HOMG 610	Revenue Management for Hospitality & Tourism
HOMG 625	Management of Lodging and Resort Operations
HOMG 650	Advanced Hospitality Marketing Management

Electives: 6 Credits

BUAD 647	International Business Management
BUAD 650	Business Research Methods
BUAD 656	Essentials of Negotiation
INSS 587	Fundamentals of Information Technology for Managers
INSS 630	Supply Chain Management and Strategic Sourcing
PROJ 600	Project, Program, and Portfolio Management

EARL G.GRAVES SCHOOL OF BUSINESS & MANAGEMENT**COURSE DESCRIPTIONS****PH.D. BUSINESS ADMINISTRATION COURSES****FOUNDATION****BUAD 700: Quantitative Methods****Three Hours: 3 Credits**

This course provides an intensive coverage of mathematical principles, techniques, and applications relevant to the study of business and economics.

BUAD 701: Applied Statistics I**Three Hours: 3 Credits**

This course provides an overview of mathematical statistics with particular emphasis on regression analysis and statistical modeling. The basic focus is to introduce students to the use of regression analysis and other techniques as tools for conducting empirical research.

BUAD 702: Foundations of Scientific Research**Three Hours: 3 Credits**

This course introduces a range of traditions from the social sciences to highlight different positions from a philosophy of science and epistemology perspective. It focuses on critical issues that guide contemporary research, including dominant conceptual paradigms in various disciplines, research design, hypothesis development, and the application of quantitative and qualitative techniques.

BUAD 703: Measurement Theory and Method**Three Hours: 3 Credits**

This seminar provides a broad understanding of the theoretical and methodological issues in social science research. It includes an in-depth review of the basic principles of measurement (i.e., Classical Test Theory, reliability, and validity). It also emphasizes scale development and assessment procedures, with the aim of bringing together substantive and methodological issues in measurement.

BUAD 704: Qualitative Research Methods**Three Hours: 3 Credits**

This course covers three broad areas: nature and underpinnings of qualitative research, including the politics and ethics of qualitative inquiry; major strategies used to perform qualitative research; methods and problems of gathering, analyzing and interpreting qualitative data.

BUAD 705: Applied Statistics II

The course is the second of a two-semester sequence of statistics courses required of all doctoral students. It focuses on hypothesis testing, regression, multivariate analysis and other topics relevant to research in the various areas of business.

BUAD 883: Multivariate Techniques**Three Hours: 3 Credits**

This course provides a broad understanding of the assumptions, principles and applications of a wide range of multivariate data analytic techniques regularly used in contemporary business research. It features techniques such as Principal Components/Factor Analysis, Canonical Correlation Analysis, Multiple Discriminant Analysis, Cluster Analysis, Regression and Path Analysis, and Latent Variable Structural Equations Modeling. This course involves extensive use of statistical packages (e.g., SPSS, SAS, LISREL, and/or EQS.)

FIN 820: Microeconomic Theory**Three Hours: 3 Credits**

Comprehensive coverage of economics theories explaining the behavior of firms, individuals, and markets—under a competitive and non-competitive market structure.

FIN 821: Macroeconomic Analysis**Three Hours: 3 Credits**

Course focuses on theories explaining the functioning of national economies and the international economic environment. Emphasis is placed on both classical and current theories.

MGMT 860: Seminar in Organizational Behavior**Three Hours: 3 Credits**

Scientific theories of individual and group behavior are examined and applied to topics such as leadership, managerial risk-taking, organization culture and change processes. Processes of perception, judgment, attribution and decision making are studied. Finally, since organizational behavior occurs mostly in social settings, the course introduces the social psychological effects of social settings on behavior with respect to motivation, performance, job satisfaction, group processes and organization justice.

MGMT 861: Seminar in Organization Theory**Three Hours: 3 Credits**

In this seminar, doctoral students are introduced to the principal theoretical perspectives in organization theory, such as resource dependence theory, institutional theory, structural-contingency theory, population ecology and transaction-cost analysis. These perspectives are used to guide understanding of organization change, innovation and effectiveness in corporate settings. In addition, empirical research is examined to illustrate how different theoretical perspectives require different empirical research methodologies.

ACCOUNTING**ACCT 705: Introduction to Accounting Scholarship****Three Hours: 3 Credits**

This course lays foundation for the required knowledge and skills Ph.D. students need for other accounting seminar courses and to become accounting researchers. It introduces students to accounting literature and research methodology in different areas. Basic procedures of using statistical analysis software (SAS) are covered in the course.

ACCT 800: Financial Accounting Seminar**Three Hours: 3 Credits**

The purpose of the seminar is to familiarize students with the broad spectrum of empirical research in accounting. The emphasis is on the market based accounting research. Students are expected to gain fundamental skills in developing research ideas and conducting empirical research in financial accounting.

ACCT 801: Managerial Accounting Seminar**Three Hours: 3 Credits**

This course provides an in-depth exposure to current research issues relating to managerial accounting and decision-making in the areas of cost accumulation and product costing, planning and control.

ACCT 802: Taxation Seminar**Three Hours: 3 Credits**

This course examines federal income taxation of sole proprietors, partnerships, corporations, fiduciaries, and individuals with an emphasis on tax consequences of business and investment decisions. This course should enhance students' ability to identify, analyze, and provide potential approaches via review of existing relevant literature while examining accepted and innovative modes of research methodology.

ACCT 803: Auditing Seminar**Three Hours: 3 Credits**

This course focuses on providing an in depth analysis of current auditing issues. Auditing is approached as a decision-making risk based discipline. An in depth analysis of different decision and judgment models are examined in an auditing context.

ACCT 804: Accounting Information Systems Seminar**Three Hours: 3 Credits**

Examines contemporary issues in accounting information systems, including alternative processing methods, system evaluation and selection, and computer-based audit and security. Enhances ability to identify, analyze, and provide potential solutions to persistent and current accounting information systems issues. Focus includes theoretical and practical approaches via review of existing relevant literature while examining accepted and innovative modes of research methodology.

ACCT 805: Accounting Research Seminar I**Three Hours: 3 Credits**

This is a foundation level accounting seminar that provides an overview of methodology used in accounting research. Topics include the research process, principles of research design, implementation and evaluation of accounting research. Literature in areas such as accounting experiments, financial market research and agency problem research is reviewed and discussed with a focus on the methodology used.

ACCT 806: Seminar in Selected Accounting Topics**Three Hours: 3 Credits**

This seminar focuses on research issues in auditing, accounting information systems, accounting education, fund accounting, taxation and other areas of accounting research not covered by other accounting seminars.

ACCT 807: Empirical Research in Capital Markets**Three Hours: 3 Credits**

This course provides an in-depth examination of accounting and finance related capital markets research. The seminar focuses on current research issues and methods

ACCT 876: Research Implementation**Three Hours: 3 Credits**

This course is designed to have students undertake a full-fledged research process under the guidance of a faculty member to identify a topic of research interest and develop a publishable research paper over the course of the semester.

FINANCE**FIN 822: Theory of Corporate Finance****Three Hours: 3 Credits**

This seminar provides an in-depth review of classical and current literature in corporate financial management. Emphasis is placed on the theoretical aspects of the literature.

FIN 823: Seminar in Investment Analysis**Three Hours: 3 Credits**

This seminar is an integrated study of the major theoretical paradigms underlying modern investment research. Particular attention is paid to current advances in investment theory and applications.

FIN 824: Financial Economics**Three Hours: 3 Credits**

An examination of the economics theories underlying finance. Topics include basic valuation theory, one-period models and multi-period investments models, capital market equilibrium models; general equilibrium and rational expectation models; asset pricing, money, credit, and liquidity constraints; investment decisions under certainty and uncertainty, and current advances in financial economics.

FIN 825: Applied Econometric Methods**Three Hours: 3 Credits**

This course examines a variety of quantitative methods that are crucial to understanding analytical methods used in financial research. Emphasis is placed on understanding the theoretical foundations and applications of such quantitative methods.

FIN 826: Empirical Research in Finance**Three Hours: 3 Credits**

The course focuses on empirical techniques with specific emphasis on current research in the field of finance. Some of the topics discussed will include application of multivariate and nonlinear methods, events-studies, asset prices mean-variance estimation techniques using ARCH, GARCH, etc. and other current estimation methods in finance.

FIN 830: Derivatives Markets**Three Hours: 3 Credits**

The course examines the theories underlying the analysis and management of derivative securities. Quantitative applications in the field are also examined.

FIN 831: International Finance Seminar**Three Hours: 3 Credits**

This seminar covers areas of active research in international finance including dynamics of purchasing power parity, foreign exchange market efficiency, exchange rate risks management techniques, theories of trading firms and multinational corporations.

INFORMATION SYSTEMS**INSS 840: Foundation in Information Systems****Three Hours: 3 Credits**

Explores and discusses the interdisciplinary nature of information systems. Examines the assumptions, concepts, theories, and methodologies that inform research about the behavioral aspects of information systems. Pedagogical issues and techniques are also studied.

INSS 841: Information Systems Strategy**Three Hours: 3 Credits**

Examines the information systems industry and outlines tools for formulating and evaluating information systems strategy, including an introduction to the economics of technical change, models of technological evolution, and models of organizational dynamics and innovation.

INSS 842: Information Systems Seminar I**Three Hours: 3 Credits**

Current issues and practices in the strategic management of information technology are analyzed and discussed. Examines different approaches to managing the information systems function within a broad organizational context.

INSS 843: Information Systems Seminar II**Three Hours: 3 Credits**

Explores and discusses current topics related to information systems. Current topics include, but are not limited to, Electronic Commerce, Data Mining, Data Warehousing, and underlying security issues.

INSS 850: Dynamics of Information Systems in Organizations**Three Hours: 3 Credits**

This course explores concepts, framework, tools, techniques, and processes that assist management in its interaction with and directions of computer-based information systems organizations. Emphasis on redesigns of information flows to meet the needs of functional areas of organizations.

INSS 851: Knowledge-based Information Systems**Three Hours: 3 Credits**

Focuses on discussion of knowledge-based tools, techniques, and applications utilizing a significant amount of knowledge about functional business areas. Case studies from a number of business domains are selected for analysis.

INSS 852: Enterprise-wide Infrastructure**Three Hours: 3 Credits**

Explores critical issues of communication infrastructure among information systems from technical, strategic, and organizational perspective. Network standards, connectivity and flexibility issues are examined in a global context.

INSS 853: Management Databases**Three Hours: 3 Credits**

Examines the interlocking technological and managerial issues that arise in the operation of distributed systems with emphasis on database technologies. Focuses on analysis and solutions for business problems in a distributed environment.

MANAGEMENT**MGMT 870: Seminar in Human Resource Management****Three Hours: 3 Credits**

An examination of selected theoretical and empirical literature describing the management of various activities designed to enhance the effectiveness of an organization's work force.

MGMT 871: Seminar in Business & Society**Three Hours: 3 Credits**

A reading seminar treating classic and current readings dealing with interactions between business and its environment, particularly those involving non-economic stakeholders. Includes stakeholder analysis and other approaches to the non-economic tasks of the Chief Executive Officer and other General Managers. Understanding of ethical issues involved is emphasized, including understanding differing ethical systems of analysis and cultural differences. Included are issues in validating research, corporate public affairs management, and other current topics in the field.

MGMT 872: Seminar in Strategic Management**Three Hours: 3 Credits**

The seminar covers the major writings in the field of strategic management. Treats quantitative and qualitative approaches to the economic tasks of the Chief Executive Officer and other General Managers, including the integration of all functional portions of organizations. Included are International Strategy, Corporate & Business Unit strategies, and current topics.

MGMT 873: Comparative Management Systems**Three Hours: 3 Credits**

This seminar examines management practices and behavior in different countries and geographic areas. Assessment is made of the influence of socio-cultural factors, contextual variables such as size, technology, and market conditions in determining key characteristics of management systems. Emphasis is also placed on analyzing important issues in cross-national and cross-cultural management research.

MGMT 874: International Business Seminar**Three Hours: 3 Credits**

This is an intensive survey of the theoretical, conceptual, and empirical literature covering the strategic management of multinational companies. As a survey course it covers the various functional aspects of global business operations at the strategic level. Particular attention is placed on examining the multi-disciplinary nature of the literature in this field of study.

MGMT 875: Special Topics in Management**Three Hours: 3 Credits**

This course focuses on areas of current interest in management. Emphasis is placed on an in depth examination of a limited number of issues that are of current interest to management theorists. This

allows students to further explore issues in their particular areas of interest in the management field, such as entrepreneurship, corporate governance, strategic human resource management, innovation and organization design.

MGMT 876: Research Implementation**Three Hours: 3 Credits**

The goal of this course is to have students identify a topic of interest and develop a publishable empirical research paper. This involves undertaking a full-fledged research process under the guidance of a faculty member over the course of the semester.

MGMT 877: Entrepreneurship Seminar**Three Hours: 3 Credits**

This course focuses on classic and cutting-edge entrepreneurship theory and research. Students will explore, in depth, issues related to entrepreneurial opportunity recognition and new venture creation from the psychological, sociological, marketing, and strategic management perspectives. Students are expected to develop a research paper of publishable quality as part of the class.

MARKETING**MKTG 880: Foundations of Marketing****Three Hours: 3 Credits**

This course is designed to review and evaluate the classical and contemporary foundation literature of the marketing discipline. It will focus on the definition, domain, and scope of marketing, history of marketing thought, institutional foundations, marketing systems and social processes, and contemporary perspectives.

MKTG 881: Consumer and Organizational Buying Behavior**Three Hours: 3 Credits**

This seminar examines the literature to provide a solid foundation for consumer behavior analysis from a cross-disciplinary perspective. Coverage is given to research in psychology, organizational behavior, decision sciences and marketing that relate to various aspects of buyer behavior. Emphasis is placed on critical evaluation of the research, as well as on identifying topics that warrant further exploration.

MKTG 882: Seminar in Strategy and Global Marketing**Three Hours: 3 Credits**

This course examines current literature and cutting edge issues in a variety of marketing areas. The approach is based on student exposure to an intensive series of modules as indicated below by the following examples: *Marketing Strategy*: This module presents an overview of issues relating to planning, innovation, competitive strategy, and marketing program development. *Global Marketing*: This module focuses on the strategic issues associated with marketing in diverse international environments.

MKTG 884: Research Implementation**Three Hours: 3 Credits**

This course aims at getting students to develop a publishable article. Emphasis is placed on students identifying an issue of importance and carrying out to a full-fledge research process.

MKTG 890: Social Issues and Public Policy in Marketing**Three Hours: 3 Credits**

The course focuses on exploring current issues of interest relating to societal marketing e.g. operations in urban areas, entrepreneurship, retail location decisions, marketing of social programs, consumer behavior of minorities, and ethical aspects of marketing to inner-city populations.

MKTG 891: Special Topics in Marketing**Three Hours: 3 Credits**

This course focuses on areas of current interest in marketing, especially as it relates to the marketing mix. Emphasis is placed on examining cutting edge issues and research in the field. It is aimed at helping students gain in-depth knowledge of a particular issue.

MINOR FIELD**BUAD 711: Professional Development Seminar In Business I****Three Hours: 3 Credits**

Instructional techniques, procedures, and methods, appropriate for college-level business subjects, and theories underlying them are discussed. Students are encouraged to focus on methods that are particularly useful in their various areas of specialization. Consideration is also given to such issues as goal-setting, selecting instructional methods, measuring learning outcomes, teaching evaluation, and the role of instructional technology.

BUAD 712: Seminar in Case Writing**Three Hours: 3 Credits**

This course focuses on the development and use of cases as a tool in business education. Students are expected to develop a preliminary case study as part of the course requirements. Particular attention is paid to techniques used to involve and motivate students for case study learning, and increase their participation in class discussions.

BUAD 713: Professional Development Seminar in Business II**Three Hours: 3 Credits**

This is a capstone supervised teaching experience where doctoral candidates are assigned full responsibility for a course under the guidance of a senior faculty member. The course goes beyond the traditional teaching assist role in that there is close supervision with frequent assessment, evaluation, and feedback over the entire semester.

DISSERTATION**BUAD 997: Dissertation Guidance****Three Hours: 3 Credits**

Seminar focuses on guiding students to prepare a dissertation proposal under the guidance of a dissertation committee.

BUAD 998: Dissertation Seminar**Six Hours: 6 Credits**

Seminar prepares students for completing and defending a dissertation under the guidance of a dissertation committee.

MBA COURSE DESCRIPTIONS

ACCOUNTING

ACCT 500: General Accounting Principles and Concepts

Three Hours: 3 Credits

This course captures the essential aspects of financial accounting. It focuses on accounting procedures for assets, liabilities and stockholders' equity and the preparation of the income statement, balance sheet and the statement of cash flows.

ACCT 600: Accounting for Decision Making

Three Hours: 3 Credits

This course deals with the three primary functions of business managers: planning, operations and control. The course focuses on cost management methods and practices, financial and management reports, and operational control in a global business environment. Total quality management, benchmarking, continuous improvement, activity-based management, reengineering, the theory of constraints, mass customization, target costing, life-cycle costing and the balance scorecard are covered. Prerequisite: ACCT 500 with grade of B or better.

ACCT 603: Financial Statement Analysis

Three Hours: 3 Credits

This course develops an understanding of the balance sheet, income statement and statement of cash flows and how these statements are used by financial professionals. The students will understand the role of these statements in the capital markets. Coverage includes the quality of earnings, initial public offerings, earnings per share, ratio analysis and understanding the footnotes to financial statements. Prerequisite: ACCT 500 with grade of B or better.

ACCT 606: Advanced Auditing

Three Hours: 3 Credits

This course covers professional ethics of accountants, accountants' legal liability, auditing standards, objectives and procedures; audit documentation and auditors' reports; Sarbanes-Oxley requirements, and standards for reviews, compilations and other assurances services. Internal auditing is also covered. Prerequisite: ACCT 631 with grade of B or better.

ACCT 607: Introduction to Forensic Accounting

Three Hours: 3 Credits

This course provides an understanding of fraud using various platforms and existing theories on types of fraud. Financial statement fraud and other fraudulent behaviors are covered, as well as fraud prevention, fraud detection, and fraud resolution. The course also provides an understanding of how fraud prevention can be effective in enabling good corporate governance. Prerequisite: ACCT 606 or its equivalent. Prerequisite: ACCT 631 with grade of B or better.

ACCT 608: Management Information Systems in Accounting

Three Hours: 3 Credits

This course develops an understanding and appreciation for the design, analysis, development, and implementation of computer-based accounting information systems with an emphasis on control and management issues of this accounting function. Practical applications will be examined through com-

puter projects and systems cases. Students are involved in a variety of learning experiences, including problem solving, critical thinking, team participation, oral classroom presentations based on library, and empirical research. Prerequisite: ACCT 500 with grade of B or better.

ACCT 610: Business Taxation**Three Hours: 3 Credits**

This course covers income taxation of businesses by national tax authorities with emphasis on U.S. Federal practices. The impact of advances in technology and tax planning on a global level are examined relative to diverse ethical perspectives. Tax research using current technology will be emphasized.

ACCT 631: Financial Accounting and Reporting**Three Hours: 3 Credits**

This is a course on intermediate financial accounting concepts. It examines the core issues included in the conceptual framework of accounting. Accounting and reporting issues related to the various elements of financial statements (i.e. assets, liabilities, equity, revenues and expenses) are covered with emphasis on financial statement presentation and disclosure. Prerequisite: ACCT 500 with grade of B or better.

ACCT 699: Accounting Theory (Capstone)**Three Hours: 3 Credits**

This course investigates the theories upon which accounting measurement and valuation are based. It is designed to help the student integrate the material studied in the accounting core courses. Students will be required to demonstrate competencies in financial accounting, managerial accounting, finance and auditing through financial statement preparation and analysis, analysis of cases from business and accounting practice, and presentations and research projects. The impact of accounting research on business and accounting practice will also be covered. Prerequisite: ACCT 600 and ACCT 603 with grade of B or better

BUSINESS ADMINISTRATION**BUAD 521: Organizational Behaviors and the Environment of Business (Formerly Administrative Theory)****Three Hours: 3 Credits**

This course covers organizational theory with specific emphasis on OB theory and research, individual behavior, corporate ethics, international management, group dynamics, motivation, leadership, as well as communications and conflict management. Additional emphasis is placed on the analysis of the relationships between organizations, the international business environment and the different economic, political/legal systems and cultures and their implications for management in an increasingly complex global environment.

BUAD 625: Organizational Leadership and Ethics**Three Hours: 3 Credits**

This course focuses on leadership and ethical issues in organizations and society. Through a combination of experiential and traditional learning techniques, the course addresses leadership, followership, teamwork, change management, ethical decision-making, corporate social responsibility, and sustainability. Prerequisite: BUAD 521 or equivalent with a grade of B or better

BUAD 647: International Business Environment & Sustainability**Three Hours: 3 Credits**

This course focuses on the challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries. Focus areas include marketing, finance, organization design and control, human resource management, logistics, production, global strategies and the implications of sustainability for profit maximization. How multi-national corporations manage and cope with the environmental and social challenges to “business as usual?”, remain profitable and viable businesses as they protect the environment is also examined within this context. Prerequisite: BUAD 521 with a grade of B or better

BUAD 648: International Business Law**Three Hours: 3 Credits**

This course focuses on key legal issues affecting the conduct of international business. Topics include legal aspects of trading and investing across national boundaries; foreign investing in key countries, including the United States; U.S. customs laws and practices; import protection against unfair trade practices; taxation of international trade and investment; currency and investment controls; and discussion of some of the multi-lateral institutions that impact the conduct of international business.

Prerequisite: BUAD 521 or equivalent with a grade of B or better.

BUAD 650: Business Research Methods**Three Hours: 3 Credits**

Leading companies all have a research function. The function is to help decision-makers sort out dilemmas and search for data that presents the decision maker with options. The course highlights a disciplined way of determining researchable areas and a variety of methodologies to gather data and ideas and carefully translate them into useful information.

BUAD 652: Strategic Human Resource Management**Three Hours: 3 Credits**

Human Resource Management represents a key set of processes essential to building, maintaining and rewarding a motivated workforce. Through case study and outside projects, the student will learn the essential insights needed by the manager to insure motivated and capable employees. Prerequisite: BUAD 521.

BUAD 654: Organization Development and Consulting**Three Hours: 3 Credits**

This course deals with organizational transformation and application of OD approaches to change. It addresses basic OD intervention techniques, change strategies and effective implementation of OD and OT. Through demonstrations, experiential exercises, cases and readings, the course will provide the student with insights and techniques that add to effective management. Prerequisite: BUAD 521

BUAD 656: Essentials of Negotiation**Three Hours: 3 Credits**

Negotiations set the base for contracts, successful project design, successful teams and build a frame of mind that build successful careers. This course focuses on enhancing the student’s ability to engage in effective negotiations. Students will consider cases of individuals, intra-organizational, union-management, and business-government negotiations. Prerequisite: BUAD 521

BUAD 658: Current Issues in International Business**Three Hours: 3 Credits**

This is a seminar course in which issues of significance are addressed. Topic may include but are not limited to cultures, international trade, technology, communication, area studies, international business ethics, etc. Prerequisite: BUAD 647

BUAD 660: Human Capability Management**Three Hours: 3 Credits**

This course focuses on the concepts, tools, and systems of human capability management. The overall framework within which managers acquire, develop, allocate, utilize and maintain human capabilities to optimize competitive and cooperative advantages will be discussed. In addition, different systems and tools to assess problems, leverages, constraints, and vulnerabilities of the organization's capabilities will be covered. The dynamic and strategic positioning of capabilities will also be covered. Systems' thinking which is useful for solving human capability problems will help students understand complexity, better operating policies, and effective change associated with human capability systems. Prerequisite: BUAD 521 or equivalent with a grade of B or better.

BUAD 666: Internship**Three Hours: 3 Credits**

This course is designed to provide an opportunity for students to gain significant experiences in leading organizations. Opportunities for internships have to be approved by the Director of the MBA program and meet criteria set by the Office of Career Development.

BUAD 698: Global Strategic Management**Three Hours: 3 Credits**

This course examines the broad approaches firms utilize to attain and subsequently maintain sustainable competitive advantage in the global environment as well as the impacts thereof on the firm. Key areas of focus include strategy selection for foreign market entry, value creation, value capture, organizational competencies, partnerships and alliances, sourcing and organizational culture. Prerequisites: ACCT 600, BUAD 647, BUAD 625, FIN 620, INSS 687, MKTG 690 with a grade of B or better.

BUAD 699: Strategic Management**Three Hours: 3 Credits**

This course is the forum for integrating the analytic skills drawn from the core areas of the MBA program. Cases and simulations will highlight issues and problems designed to utilize financial, technological, behavioral and marketing knowledge. Assignments and projects will be used to build a general manager's perspective on developing and implementing strategies for marketplace success. Students will develop skills to perform situational analysis, evaluate the dynamics of competition and cooperation, as well as strategic positioning. This course will be in the final semester in the student's program. Prerequisites: ACCT 600, BUAD 647, BUAD 625, FIN 620, INSS 690, MKTG 675, each with a grade of B or better; Semester of intended graduation

ENTR 651: Innovation & Entrepreneurship**Three Hours: 3 Credits**

This course concentrates on innovation management, intrapreneurship, and entrepreneurial processes that can be used to develop and manage ventures. The main objective of the course is for students to understand how to incorporate innovation into venture creation. Students will create business models

and write business plans for ventures that incorporate innovation. Prerequisites: ACCT 600, BUAD 625, FIN 620, INSS 690, MKTG 675, each with a grade of B or better.

ENTR 664: Entrepreneurship**Three Hours: 3 Credits**

This course will provide an experiential introduction to the creation of a new business enterprise. The course provides a discussion of entrepreneurship theory and research. The major project is a business plan that could be presented to a venture capitalist, angel investor, bank, or other funding source. Topics of discussion include the traits of successful entrepreneurs, idea generation and opportunity recognition, "window of opportunity," the venture team, family businesses, management/marketing/financial skills needed, "intrapreneurship."

FINANCE**FIN 501: Overview of Economics****Three Hours: 3 Credits**

This course is designed to provide necessary foundation of micro, macro, International economics and its applications to the real world issues. Topics to be covered include consumer decision making; firm productions and cost analysis; perfect and imperfect competitive market; unemployment, inflation, and the business cycles; fiscal and monetary policy and their impacts on the economy and businesses; and the flow of international trade and finance within a global economic system

FIN 520: Essential Financial Concepts for Managers**Three Hours: 3 Credits**

This course builds the essential concepts fundamental to a managerial orientation. They include risk analysis, valuation, capital budgeting, cost of capital and working capital management. Working within ethical guidelines is highlighted. Prerequisites include ACCT 500 and ECON 501 with grade of B or better.

FIN 620: Corporate Finance**Three Hours: 3 Credits**

This course covers the principles and practices of financial management. Students will be exposed to financial concepts, financial instruments, and techniques used in financial decision making. Topics include financial analysis, short-term financing and planning, capital budgeting, cash flow estimation and risk analysis, cost of capital, capital structure, dividend policy, mergers and acquisitions, and initial public offerings. Prerequisite: FIN 520 with a grade of B or better

FIN 630: International Financial Management**3 hours; 3 credits**

This course explores the financial problems and opportunities faced by multinational firms. The course builds on and extends all the principles provided by domestic corporate finance to account for dimensions unique to international finance. Topics include foreign exchange markets, exposures to exchange rate fluctuations, currency risk management, and multinational corporate investment and financing decisions. Prerequisite: FIN 620 with a grade of B or better.

FIN 631: Financial Institutions and Markets**Three Hours: 3 Credits**

This course covers the theory of financial intermediation, regulatory environment, interest rates, and asset-liability management with a focus on commercial banking. Prerequisite: FIN 520 with a grade of B or better.

FIN 632: Investment Analysis**Three Hours: 3 Credits**

This course covers valuation of equities, fixed income securities, and alternative assets, and measurement of risk and return of financial instruments; and diversification of risk within the context of modern portfolio theory. Coverage of securities analysis and portfolio management includes both individual and institutional. Prerequisite: FIN 620 with a grade of B or better.

FIN 633: Risk Analysis and Insurance**Three Hours: 3 Credits**

This course covers the derivative securities, including options, forwards, futures, swaps and a number of variations of these basic instruments. Topics include the characteristics of these instruments, how they are priced, how they are used in strategies, and how to manage the risk they create as well as how to use them to manage already existing risk: Prerequisites: FIN 620 and FIN 632 with a grade of B or better.

FIN 640: Global Investments and Financial Markets**Three Hours: 3 Credits**

This course focuses on topics related to global financial management, financial investment, and financial institutions with emphasis on economic, financial, political, and legal factors impacting decision-making processes of multinational business organizations and financial institutions. These topics are explored from the perspective of managers doing business and investments in global markets to understand the complexities, opportunities, challenges, limitations, risks, and trends associated with business operations in foreign countries. Prerequisites: ACCT 600 and FIN 620 with a grade of B or better.

MARKETING**MKTG 567: Marketing and the Social Environment (Formerly Marketing Management)****Three Hours: 3 Credits**

This course combines both the fundamental concepts of marketing goods and services in a competitive marketplace and the increasing complexity of the social environment as it affects the organization and customers. The course is organized around the basic notions of pricing, marketing, advertising and promotion with a strong orientation to social responsibility.

MKTG 675: Advanced Marketing Management**Three Hours: 3 Credits**

This course examines advanced marketing metrics and business intelligence (BI), and links quantitative analytics to marketing concepts. The course will highlight representation of marketing data, marketing metrics, forecasting, data mining, and online analytic processing. Actionable intelligence will be examined through the lens of fundamental marketing concepts, including the understanding of how business processes, data, and analytics contribute to effective management of the 4Ps and 5 Cs of marketing leading to market segmentation, targeting, and positioning. MKTG 567 or equivalent, INSS 587 or equivalent each with a grade of 'B' or better.

MKTG 676: International Marketing**Three Hours: 3 Credits**

The emphasis of this course is on emerging trends in international marketing including strategic international alliances and implications of decisions as they relate to ethics and social considerations. A project which encompasses a comprehensive economic, cultural, and competitive analysis of a country and an outline of a marketing plan for it will be required. Prerequisite: MKTG 567 with a grade of 'B' or better.

MKTG 677: Promotions Marketing**Three Hours: 3 Credits**

This course highlights the world of promoting products and services in both net and brick and mortar organizations and expecting marketplace impact. Concepts like goal setting, positioning and segmentation, message strategy and tactics, media strategy and the legal, ethical and global implications of promotions and advertising are involved. The course emphasizes cases and projects. . Prerequisite MKTG 675 with a grade of 'B' or better.

MKTG 681: Marketing in the Services Organization**Three Hours: 3 Credits**

Marketing services is a complex effort by an organization. Through cases, the course analyzes key processes in the delivery of process designed to satisfy customers. Analytical techniques are stressed and applied to a variety of cases and projects in industries like hospitality, health care, tourism, education, and transportation. Prerequisite MKTG 675 with a grade of 'B' or better.

MKTG 690: International Marketing**Three Hours: 3 Credits**

This course examines the social, cultural, political, institutional, behavioral, economic, and competitive conditions that differentiate the conduct of foreign and international marketing from domestic marketing. In this course students will examines a series of specific marketing problems, tasks, and tools to prepare for approaching international marketing activity. Prerequisite: MKTG 567 or equivalent

INFORMATION SYSTEMS**INSS 540: Fundamentals of Quantitative and Statistical Skills for Managers****Three Hours: 3 Credits.**

This course provides an understanding of analytical and managerial tools and concepts that are used to help manage important operations functions. It provides a foundation for understanding the operations of a business or manufacturing facility. Students will learn how a company's technology, facility configuration, processes, trading relationships and management practices enable it to effectively and efficiently serve its markets. The course covers such topics as production and inventory control, scheduling, and quality control. Students will be able to implement various techniques used in operations management based on knowledge of college algebra, statistics and Excel spreadsheet. Prerequisite: INSS 540

INSS 586: Operations Management**Three Hours: 3 Credits.**

This course highlights the essential skills in mathematics and statistics that are required of the manager. These skills underlie the manager's ability to make sound decisions and solve complex problems.

INSS 587: Fundamentals of Information Technology for Managers**Three Hours: 3 Credits.**

This course highlights the importance of the world of information technology in organizations. The focus is providing a base for understanding the fundamental concepts of architecture, information systems, the internet and other technological innovations to the effective structure of supply chains, enterprise management and customer response. The course is centered on the practical understanding and use of the concepts and terminology of technology. This course uses productivity software applications to solve business cases.

INSS 630: Supply Chain Management and Strategic Sourcing**Three Hours: 3 Credits.**

This course introduces students to tools, techniques and strategies for effective sourcing and for managing supply chains. Students learn to use software tools for managing supply chain resources. This course uses case studies and articles to enhance student learning.

INSS 632: Logistics Management**Three Hours: 3 Credits.**

This course introduces students to analytical tools and frameworks related to logistics and distribution channels management. Students learn to use software tools in designing and managing a logistics network. This course uses case studies to augment student learning.

INSS 634: Information Systems for Supply Chain Management**Three Hours: 3 Credits**

This course introduces students to managerial and technical issues related to adoption and strategic use of information systems for effectively managing supply chains. Students learn to use software tools and techniques to manage enterprise resources. This course uses case studies to augment student learning.

INSS 636: Current Issues in Supply Chain Management**Three Hours: 3 Credits.**

This capstone course introduces students to current issues in supply chain management. Students discuss case studies and review latest academic & practitioner articles. Students work on a project where they deal with a real company's supply chain management issues.

INSS 687: Strategic Information Systems. Management**Three Hours: 3 Credits.**

This course highlights the role of technology as an integrative component in the strategic success of an organization. The course focuses on the key role of Business Process Re-engineering (BPR) in all components of the effective organization's value chain and in its decision-making capability. The role of the Internet and wireless technologies are fundamental elements. The course examines the role IT plays as a competitive tool than can differentiate a company's products, services, and processes.

Prerequisite: INSS 587.

PROJECT MANAGEMENT COURSES:**PROJ 600: Foundations in Project, Program, and Portfolio Management.****Three Hours: 3 Credits.**

This problem-based interdisciplinary course introduces project management tools and techniques. It introduces program and portfolio management in corporate and government settings. Students use

practical applications to manage projects from start to finish. Students use software tools for planning and monitoring projects (Formerly Project, Program, and Portfolio Management).

PROJ 650: Project Integration and Scope Management.

Three Hours: 3 Credits.

This course explores integration processes, including developing the project charter and project management plan; directing and managing execution; monitoring and controlling work; integrated change control; and project closeout. The scope management portion of this course covers the processes that ensure all the work, and only the work, required for successful project completion is included in your projects. Scope processes include scope planning and definition, creating a work breakdown structure, and scope verification and control (Formerly Project Planning and Resource Management).

PROJ 655: Building and Leading Successful Project Teams.

Three Hours: 3 Credits.

The course focuses on project communication needs, how to plan for meeting those needs, project stakeholder management, and related project human resource issues. It introduces students to a communications model, techniques to improve communications, crisis communications, identifying stakeholders, and virtual teams. Students learn the dynamics of human resource planning tools, receive an overview of key organizational behavior theories and leadership theories, negotiation, team development, and conflict management. The course uses case studies to augment student learning. (formerly Project Communication, Negotiation, and Human Resource Management)

PROJ 660: Project Time and Cost Management.

Three Hours: 3 Credits.

This course links project time and cost management to build on the definition of project work accomplished through scope management. It offers students an opportunity to both plan a project from a time and cost perspective but also learn techniques to monitor and control it to successful completion. Topics include cost estimating techniques, activity sequencing, critical path analysis, and earned value management. Students will use project management software in this course. (Formerly Project Cost, Value, and Financial Management)

PROJ 670: Managing Project Procurement, Quality, and Risk.

Three Hours: 3 Credits.

This course focuses on three of the key success factors for execution of most projects: procurement, project quality, and risk management. It introduces students to the challenges associated with determining what the project team will not produce internally, acquiring the external resources needed, integrating procurements into the overall project plan, and conduct, administration, and closing of procurements. Students are introduced to the dynamics of contract negotiation, and basic contracting legal requirements.

Students are introduced to topics such as quality processes, quality assurance, and quality control and best practices to insure delivery with required quality, integrating quality into projects, and selecting and applying pertinent quality metrics. Finally, concepts of identification and classification of potential risks to successful completion of the project, analyzing identified risks, developing mitigating actions to take should any of the identified risk events occur, and monitoring techniques for risk management are presented. The course uses case studies and team exercises to augment student learning. (Formerly Project Procurement Management in Public and Private Sectors).

PROJ 681: Managing IT Projects**Three Hours: 3 Credits**

This course covers fundamentals of project management methodology as applied to IT initiatives. By using case studies, this course examines all aspects of IT projects, including hardware and software selection, vendor relationships and working with local and remote teams. The course introduces students to modeling software tools.

PROJ 685: Special Topics in Project Management**Three Hours: 3 Credits**

This course introduces students to special topics in project management. Students discuss case studies and review latest academic and professional journal articles. Currently, topics such as Agile Project Management, tools and techniques are presented in this course

PROJ 690: Project Management Application**Three Hours: 3 Credits**

Each student identifies and manages a project (about 12-weeks in length) on campus or at a company or agency. Students manage a complete project management life cycle and validate a full range of PMBOK®-specific project management processes from project charter through project closure. Projects must be approved by the Chairperson.

PROJ 798: Project Seminar**Three Hours: 3 Credits**

Required of all students in the last semester of the MSPM program. Students must complete the Project Seminar after completing all core courses. This course has a comprehensive project requirement similar to a thesis that integrates research with all Project Management knowledge areas, processes, and a final deliverable along with all the project management documentation.

HOSPITALITY MANAGEMENT COURSE DESCRIPTIONS**HOMG 600: Principles and Practices of Food Service Management****Three Hours; 3 Credits**

This is a core graduate course in Hospitality Management that prepares students to examine the mechanisms and techniques employed in the management of food service companies. Comparisons case studies and selected topics focus on design, structures, operations, multi-units, marketing and management systems for a variety of public and private food services operations.

HOMG 610: Revenue Management for Hospitality & Tourism**Three Hours; 3 Credits**

This course introduces the student to the scope and application of revenue management in the hospitality and tourism industries. Students will learn how to effectively manage the variability in industry market demand relative to supply to maximize revenue while ensuring customer satisfaction.

HOMG 625: Management of Lodging and Resort Operations**Three Hours; 3 Credits**

This course focuses on the examination of the mechanism and techniques employed in the management of hotel/resorts companies. Comparisons, case studies and selected topics focusing on structures, operations and marketing systems for a variety of hotels and resorts operations, are analyzed.

HOMG 650: Advanced Hospitality Marketing Management

Three Hours: 3 Credits

This course utilizes cases to explore services marketing concepts with a focus on the hospitality industry. Using market focused analyses and managerial decision making frameworks, concepts such as competitive service design, service quality, and service recovery strategies are examined.