MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
MAJOR IN BUSINESS ADMINISTRATION (GENERAL FLEX NON-THESIS OPTION)

Program Overview
The Master of Business Administration (M.B.A.) degree with a major in Business Administration in the McCoy College emphasizes the knowledge and tools needed for professional success and is designed for those individuals who expect to pursue careers in the management of organizations in either the public or private sector. The curriculum provides broad-based, generalized education with the flexibility to meet individual needs. Students may choose an optional concentration in one of six areas of study in a flexible format or select a full-time cohort program. The general Flex M.B.A. program can be completed at either the San Marcos or Round Rock Campus. For the Flex M.B.A. program concentrations, some specialized courses may only be offered at the San Marcos Campus or the Round Rock Campus. The Full-Time Cohort program is available exclusively at the San Marcos Campus.

Students in the Flex M.B.A. program with a Computer Information Systems Concentration learn how technology has changed the way business operates and how to harness the power of technology in various business management settings.

The Flex M.B.A. with an Engineering Technology Concentration is offered in cooperation with the Department of Engineering Technology, an academic division of the College of Science and Engineering. M.B.A. students pursuing the Engineering Technology Concentration should find enhanced career opportunities with companies oriented significantly toward manufacturing.

Students interested in careers related to international business may choose to seek the Flex M.B.A. degree with an International Business Concentration. This program is designed to provide focused study in international business including cultural, historical, and political issues. While this program is available to all students in the M.B.A. program, it is especially well suited for undergraduate students in the international studies undergraduate program.

If a student’s interest is the healthcare industry, the Flex M.B.A. with a Healthcare Administration Concentration may be for them. Offered jointly with the College of Health Professions, the program combines academic content from both colleges to prepare students for a successful career in healthcare.

For those interested in the field of human resources, a Flex M.B.A. with a Human Resource Management Concentration is available. This program provides information on organizational change, staffing, compensation and benefits, and international HR.

Students in the Flex M.B.A. program with a Supply Chain Management Concentration will obtain the knowledge and skills required to effectively manage the supply chain process in today’s global marketplace.

The Full-Time Cohort M.B.A. is offered exclusively at the San Marcos Campus. In addition to the core courses, students must complete an internship and an international trip in a specific semester as outlined for each cohort group.

Application Requirements
The items listed below are required for admission consideration for applicable semesters of entry during the current academic year. Submission instructions, additional details, and changes to admission requirements for semesters other than the current academic year can be found on The Graduate College’s website (http://www.gradcollege.txstate.edu). International students should review the International Admission Documents webpage (http://mycatalog.txstate.edu/graduate/admission-documents/international/) for additional requirements.

- completed online application
- $55 nonrefundable application fee
  or
  - $90 nonrefundable application fee with international credentials
  - baccalaureate degree from a regionally accredited university
- official transcripts from each institution where course credit was granted
- a competitive GPA in the last 60 hours of undergraduate course work (plus any completed graduate courses)
- responses to specific essay questions
- resume/CV detailing work experience, extracurricular and community activities, and honors and achievements
- two letters of recommendation from persons best able to assess the student’s ability to succeed in graduate school
- Fall 2020: official GMAT or GRE (general test only) required with competitive scores
- Spring 2021 and beyond: GPA and GMAT/GRE Requirement
  The GMAT/GRE is not required for applicants with a last-60-hours GPA of 3.5 or higher. If the last-60-hours GPA falls below the minimum requirement of 3.5, the official GMAT or GRE (general test only) with competitive scores will be required in order to be considered. The Graduate College will notify applicants via email should this occur.

TOEFL or IELTS Scores
- Non-native English speakers who do not qualify for an English proficiency waiver.
  - official TOEFL iBT scores required with a 78 overall and minimum individual module scores of
    - 19 listening
    - 19 reading
    - 19 speaking
    - 18 writing
  - official IELTS (academic) scores required with a 6.5 overall and
    - minimum individual module scores of 6.0

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

Degree Requirements
The Master of Business Administration (M.B.A.) degree with a major in Business Administration requires 36 semester credit hours.
B A 5100 and B A 5351 should be taken in the first semester, and MGT 5313 should be taken in the last term because it serves as the capstone course that includes the comprehensive examination.

Any student enrolled in a graduate degree program in the McCoy College of Business Administration can earn no more than two grades of C or lower. Even if the grade of C or lower was replaced with a higher grade as a result of repeating the course, the original grade counts as a “strike” under this policy. Upon earning the third C (or lower), the student is automatically placed on academic suspension and permanently dismissed from their degree program without any possibility of readmission to their program or another degree program in McCoy College. The 3 C Policy takes precedent over probationary status. So, if a student earns a third C they are automatically dismissed from their program permanently; even if probation does not occur.

### Course Requirements

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<tr>
<th>Code</th>
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<th>Hours</th>
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<tr>
<td>B A 5100</td>
<td>Business Professional Development Seminar</td>
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<td>B A 5351</td>
<td>Organizational Performance and Competitive Advantage</td>
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<td>B A 5352</td>
<td>Developing the Financial Perspective of the Firm</td>
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<td>ACC 5361</td>
<td>Accounting Analysis for Managerial Decision Making</td>
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<td>ECO 5316</td>
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<td>MGT 5313</td>
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<td>MGT 5314</td>
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<td>QMST 5334</td>
<td>Statistical Methods for Business</td>
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**Electives**

Choose 6 hours of advisor-approved electives.  

Total Hours: 36

Electives are available in accounting, business law, computer information systems, economics, finance, management, marketing, quantitative methods, and disciplines outside the field of business. A maximum of three elective hours may be taken outside of business, but the courses must be approved by the graduate advisor before the student enrolls in the course.

### Comprehensive Examination Requirement

The comprehensive examination consists of consulting project with companies in the community. The exam is a written paper and oral presentation at the end of the semester, associated with capstone course MGT 5313. If the student fails, they must retake the capstone course, MGT 5313, the following term.

Students who do not successfully complete the requirements for the degree within the timelines specified will be dismissed from the program.

Master's level courses in Business Administration: ACC (p. 2), B A (p. ), BLAW (p. ), CIS (p. ), ECO (p. 7), FIN (p. 7), MGT (p. 8), MKT (p. 10), QMST (p. )

### Courses Offered

**Students must complete the appropriate background course or its equivalent before enrolling in elective courses.**

#### Accounting (ACC)

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

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

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

**ACC 5316. Advanced Accounting.**

A study of accounting for business combinations and consolidated financial statements. Additional selected topics may include accounting for multinational operations, interim reporting, SEC reporting, partnership and governmental and not-for-profit accounting. Prerequisite: ACC 3314 with a grade of “B” or better.  

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

**ACC 5320. Auditing.**

A study of the underlying theory of external financial auditing including professional ethics, auditing standards and procedures, and the role of auditor’s judgment. (Suggested for CPA eligibility). Prerequisites: ACC 3314 and ACC 4313 both with grades of “B” or better.  

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

**ACC 5340. Individual Income Tax.**

A study of the tax concepts and issues involved in an individual’s employment and personal life, and in sole proprietorships, property transactions, tax administration and tax practice. Regulatory and ethical issues are incorporated into the discussion. This course may not count as an elective in any master’s program in the McCoy College of Business. Prerequisite: ACC 3313 with a grade of “B” or better.  

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

**ACC 5350. Professional Accounting Research.**

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

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter
ACC 5361. Accounting Analysis for Managerial Decision Making.
Use of accounting information for improving managerial decision making. Emphasis is on understanding the practice of business management, budgeting, cost behavior, and operational, internal, and management control. Prerequisite: ACC 5352 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5362. Cost and Managerial Accounting Theory.
A study of recent developments and topics in the area of cost and managerial accounting. Includes a discussion of quantitative techniques and their applicability to accounting problems. Prerequisites: ACC 3365 or ACC 5361 either with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5366. Business Entity Taxation.
Federal income tax provisions affecting business decisions, with an emphasis on C Corporations, Limited Liability Companies, and Partnerships. An introduction to the choice, formation, organization, operation and distribution rules or the preceding business entities. Prerequisites: ACC 3314 and ACC 4328 both with grades of 'B' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5369. Special Studies in Accounting.
Directed study and research on selected accounting topics, including the development of accounting thought and research in; advanced tax topics, international accounting, professional ethics and managerial and financial accounting. Courses will be offered as independent instruction. Prerequisite: Instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

ACC 5370. Internship in Accounting.
Experiential learning during which the students work in accounting. This work experience may be in public, industry, or governmental accounting units. The student is immersed in a variety of intensive work assignments with increasing levels of responsibility. Students taking ACC 5370 for credit may not take ACC 5680 for credit. Prerequisite: Instructor approval.
3 Credit Hours. 0 Lecture Contact Hours. 20 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

ACC 5372. Tax Research.
An examination of the sources of tax authority, which include its primary sources (legislative, judicial, and administrative), as well as secondary sources. The course also develops procedures for identifying the applicable tax issues, locating appropriate tax authority, and communicating the results of tax research. Prerequisites: ACC 5314 and ACC 5317 both with grades of 'B' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5373. Fraud Detection and Prevention.
This course provides an in-depth study of how and why fraud is committed. It explores red flags that may help in detecting fraudulent activities, how fraudulent conduct can be deterred, and how allegations of fraud should be investigated and resolved. Prerequisite: ACC 3313 with a grade of 'B' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5375. Business Information Consulting.
Integrative capstone for the MSAIT program using principles and concepts applied through the analysis and presentation of case studies dealing with current issues or emerging trends in the fields of accounting and information technology for the accounting professionals serving as consultants. Prerequisite: ACC 5371 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5377. Partnership Taxation.
A comprehensive study of the tax implications of conducting a business as a partnership or as a limited liability company. Life-cycle analysis and tax planning considerations are emphasized. Prerequisite: ACC 4328 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
This course focuses on the procedural aspects of tax planning and tax return preparation. Coverage includes IRS enforcement tools and corresponding taxpayer rights, audits and appeals, civil and criminal penalties, and statutory relief provisions. Professional standards and ethical considerations in tax practice are emphasized. Corequisite: ACC 5366 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5389. Corporate Governance and Ethics.
A study of the corporate governance and ethical issues in accounting, including ethical reasoning, integrity, objectivity, independence, core values and professional issues. Prerequisites: ACC 3314 with a grade of 'B' or better and ACC 3363 and ACC 3365 and ACC 4313 and [ACC 4328 or ACC 5340] all with grades of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5390A. International Accounting.
A study of the impact of international business activity on accounting standard setting. This course investigates the development of international accounting standards and compares those standards to US standards. Students taking ACC 4390A for credit may not take ACC 5390A for credit. (MULT) Prerequisite: ACC 3313 with a grade of 'B' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Multicultural Content
Topics
Grade Mode: Standard Letter

ACC 5390F. Mergers, Acquisitions, and Consolidations Taxation.
This course on mergers, acquisitions and consolidations will examine the tax ramifications and corporate strategies considerations of buying, selling and combining different companies; the consolidated tax return consequences of those affiliated groups; and the residual outcomes and tax attributes that result from corporate divisions. Prerequisite: ACC 5366 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Topics
Grade Mode: Standard Letter

ACC 5390G. Sustainability Reporting.
This course on sustainability reporting strategies will examine analytical methods and reporting techniques used by for-profit and non-profit companies to support sustainable operations.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Topics
Grade Mode: Standard Letter

ACC 5390I. Regulation and Professionalism.
This course will cover the professional and legal responsibilities and liabilities of the accounting profession and tax preparers; the commercial law applicable to business transactions; and the legal structure of business organizations. It will also provide a basic overview of corporate and partnership taxation, focusing on current topics and developments. Prerequisite: ACC 3314 and ACC 4328 both with grades of 'B' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Topics
Grade Mode: Standard Letter

ACC 5390K. Oil and Gas Taxation.
This course provides an introduction to US federal income taxation of domestic oil and gas operations and transactions. The course examines taxation associated with the operational life-cycle of oil and gas operations including exploration, development, production and abandonment. Certain international tax aspects will be considered. Prerequisite: ACC 4328 with a grade of 'B' or better.
3 Credit Hours. 45 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Topics
Grade Mode: Standard Letter

ACC 5680. Internship in Accounting.
This internship involves experiential learning over one entire semester during which the students work in accounting. This work experience may be in public, industry, or governmental accounting units. The student is immersed in a variety of intensive work assignments with increasing levels of responsibility. Students taking ACC 5370 for credit may not take ACC 5680 for credit. Prerequisite: Instructor approval.
6 Credit Hours. 0 Lecture Contact Hours. 40 Lab Contact Hours.
Grade Mode: Credit/No Credit

Business Administration (B A)

This course is designed to contribute to the development of the business professional. Academic content is supplemented by training in soft skill topics to better prepare the students for a successful business career. Repeatable for credit with different topic.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

B A 5351. Organizational Performance and Competitive Advantage.
This course is designed to provide an integrative understanding of the firm. A variety of organizational models and perspectives will be incorporated to facilitate understanding of the complexities of the firm, its environments, and its relationships with stakeholders. Includes focus on case analysis issues and communication skills.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 5352. Developing the Financial Perspective of the Firm.
Development of the theoretical basis and presentation of accounting and finance. Topics include understanding the basic elements of financial statements, the use of accounting information in decision making, and the techniques for the acquisition and management of the firm's financial resources. Corequisite: B A 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 5353. Understanding and Analyzing Organizational Problems.
An introduction to the concepts of economic theory and optimization, with an emphasis on developing skills in data and economic analysis to solve business problems. Coverage includes prices, costs, market structures, macroeconomic policies, and optimization. Corequisite: B A 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
Master of Business Administration (M.B.A.) Major in Business Administration (General Flex Non-thesis Option)

**B A 5368A. MBA Full Time Cohort International Experience.**
This course will focus on developing an understanding and analysis of issues related to business challenges in another country. Students will gain first-hand experience with the business practices, culture and economy of another country. Corequisite: MGT 5313 with a grade of ‘C’ or better.

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

**B A 5396. Internship in Business Administration.**
This course is based on experiential learning while the student works in business administration. Students will integrate both professional and academic experiences through the internship with an external employer. Prerequisite: Instructor approval.

3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

**B A 5398. Independent Study in Business Administration.**
This course focuses on individual in-depth research. Students, in consultation with a faculty member, choose a selected area of study in business administration and work independently on a specialized project. Course may be repeated with approval of associate dean for graduate programs. Prerequisite: Instructor approval.

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

**Computer Information Systems (CIS)**

**CIS 5199B. Thesis.**
This course represents a student’s continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

**CIS 5299B. Thesis.**
This course represents a student’s continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

**CIS 5318. Information Technology in the Digital Economy.**
Provides an understanding of the issues involved in the strategic management of the information assets of organizations. Examines the issues and challenges that users face within the Information Technology (IT) management arena as part of a firm’s business and IT strategy. Focus is on managerial rather than technical issues. Prerequisite: B A 5351 with a grade of ‘C’ or better.

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

**CIS 5355. Database Management Systems.**
Explores the concepts, principles, issues and techniques for managing corporate data resources using database management systems. The course includes techniques for analysis, design and development of database systems, creating and using logical data models, database query languages, and procedures for evaluating database management software. Students will use a relational database management system to develop a management information system.

3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
CIS 5356. Business Telecommunications.
Explores the technology that is revolutionizing the manner in which business and government conduct their operations and the effects new developments in communication media have on computing systems. This course reflects the current state-of-the-art in data communication networking.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

CIS 5357. Computing for Data Analytics.
This course focuses on fundamentals of programming. Students will learn to design and implement applications, and programmatically handle a variety of data management functionalities.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

CIS 5358. Agile Project Management For Business Professionals.
An in-depth study of the project management body of knowledge as applied to Information Technology with emphasis on Agile methodologies and the management of scope, costs, schedules, quality and risks. Includes program management, system methodologies, material procurement, and human, cultural, and international issues and their impact on the organization.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course is designed to familiarize students with current and emerging e-commerce technologies. Topics include Internet technology for business advantage, reinventing the future of business through e-commerce, business opportunities in e-commerce, and social, political, global, and ethical issues associated with e-commerce.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

CIS 5364. Data Warehousing.
Familiarizes students with current and emerging data warehousing technologies that play a strategic role in business organizations. Topics include data warehouse development life cycle, data warehouse navigation, data quality, and performance issues. Prerequisites: CIS 5355 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course focuses on deriving actionable knowledge from data using algorithms and industry standard tools. It covers the complete process, key technologies, core machine learning algorithms, and programming used for business intelligence. Prerequisite: CIS 5357 and QMST 5336 both with grades of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course covers the analysis, design, development, implementation, and maintenance of information security systems. Topics include legal, ethical, professional, personnel issues; risk management; technology; cryptography; and physical security.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course covers programming and statistical computing concepts. Programming concepts include data manipulation, data structures, control structures, functions, basic algorithms, and matrix manipulations. Statistical computing topics include numerical linear algebra, Monte Carlo methods, and numerical optimization.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

CIS 5395. Internship in Computer Information Systems.
This course provides students with opportunities for experiential learning by working on a computer information systems project. It enables integration of professional and academic experience through internship with an external employer. Prerequisite: Instructor approval.
3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit
CIS 5399A. Thesis.  
This course represents a student's initial thesis enrollment. No thesis credit is awarded until the student has completed the thesis in Data Analytics and Information Systems. Graded on a credit (CR), progress (PR), no-credit (F) basis.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Credit/No Credit

CIS 5399B. Thesis.  
This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Course Attribute(s): Exclude from 3-peat Processing  
Grade Mode: Credit/No Credit

CIS 5599B. Thesis.  
This course represents a student's continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.  
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.  
Course Attribute(s): Exclude from 3-peat Processing  
Grade Mode: Credit/No Credit

An intensive study of micro-and macroeconomic concepts; the price system as it functions under competition, monopoly, monopolistic competition and oligopoly; national income measurement and determination; business cycles; money and banking; monetary policy; fiscal policy and economic stabilization. May not be counted as an elective MBA course. This course does not earn graduate degree credit.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Course Attribute(s): Exclude from 3-peat Processing  
Grade Mode: Leveling/Assistantships

Examination of the patterns of trade and finance among nations, integrating the topics of exchange rates, trade barriers, customs unions, and macroeconomics policy into a unified treatment of international economic relations. (MULT) Prerequisite: B A 5353 with a grade of 'C' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Course Attribute(s): Multicultural Content  
Grade Mode: Standard Letter

ECO 5316. Managerial Economics.  
The application of economic theory and analysis to the formulation of business policy, including demand analysis, production theory, linear programming, and pricing policy. (MBA with Technology Emphasis students complete TECH 5315.) Prerequisite: QMST 5334 with a grade of 'C' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

The course focuses on the structural characteristics of the emerging market economies, with an emphasis on analyzing the salient economic challenges and opportunities facing contemporary emerging market economies. Prerequisites: B A 5353 with a grade of 'C' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

Finance (FIN)  
FIN 5322. Investment Analysis.  
This course cover the application of finance theory to investment analysis. Topics include modern investment theories, asset pricing models and derivative pricing models, with a focus on application of derivatives to manage risk exposure. Prerequisite: B A 5352 with a grade of 'C' or better or FIN 3312 with a grade of 'D' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

This course is designed to provide students with an overview of the strategies for creating and managing portfolios. At the end of this course, students should understand the tools for investment management. Topics covered include portfolio construction and analysis, risk analysis, asset class management, derivatives, and portfolio performance analysis. Prerequisite: FIN 5322 with a grade of 'C' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Grade Mode: Standard Letter

Examination of economic incentives and rationale for international investment and financing. Topics include exchange rate risk exposure and management, global debt and equity investment and financing, foreign currency derivative markets, and general investment and financing strategy in global capital market. (MULT) Prerequisite: B A 5352 with a grade of 'C' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Course Attribute(s): Multicultural Content  
Grade Mode: Standard Letter

FIN 5347C. Real Estate Investment.  
An application of capital budgeting to real estate investment decisions. Prerequisite: FIN 5387 with a grade of 'C' or better.  
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.  
Course Attribute(s): Topics  
Grade Mode: Standard Letter
FIN 5387. Managerial Finance.
Concentrates on the finance function, analysis and budgeting of funds, management of current assets, short and intermediate-term financing requirements, long-term debt policy and capital structure, capital budgeting, and the concept of cost of capital. Risk and return trade-offs also are studied. Prerequisite: BA 5352 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

Management (MGT)

MGT 5199B. Thesis.
This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5299B. Thesis.
This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5301. Graduate Assistant Development.
Completion of this course is required as a condition of employment for graduate assistants. The course is seminar based and covers topics related to employment responsibilities. This course does not earn graduate degree credit.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Graduate Assistantship Exclude from Graduate GPA
Grade Mode: Leveling/Assistantships

MGT 5310. Organizational Change Management.
Presents an overview of the process of change in an organization and stresses the key issues involved in reengineering and renewing organizations. Problems dealing with stress and conflict during major change will be explored along with practical ideas on building effective teams to make change positive and sustainable.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5311. Process Improvement Management in Organizations.
Learn existing and latest developments in process improvement techniques for continuous improvement and the role of quality as a system for establishing an organization's competitive advantage. Process mapping is emphasized and assessment of effectiveness in the interactions of the managerial and technical systems of organizations is also studied.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5312. Seminar in Management.
Development of philosophy, strategy, and tactics in managing an enterprise. Administrative processes common to all enterprises, such as entrepreneurship, business and society, leadership and group behavior in organizations, business ethics, and international management. (Course may be repeated for credit with different course focus.)
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5313. Strategic Management.
An integrative approach to policy formulation and administration (decision making) to achieve organization objectives. Should be taken the last semester of student's MBA program. Prerequisite: ACC 5361 and FIN 5387 and MKT 5321 and QMST 5334 all with grades of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5314. Organizational Behavior and Theory.
Organizational behavior and structure as influenced by environmental variables and system relationships. Prerequisite: BA 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5315. New Venture Management.
This course provides an overview of the entrepreneurial process from the initial idea through start-up, growth, and harvest. Students learn how to write a business plan, manage all the elements of an entrepreneurial business, and develop a better understanding of the requirements of the entrepreneurial life path.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5318. Cross-Cultural Management.
The global environment requires sensitivity to and the adaptation of leadership and management skills and practices, and the culture-bound differences in workplace behavior and attitudes. Explores how differences in cultural core values shape behavior and attitudes of workers, managerial colleagues, and negotiating partners. (MULT) Prerequisites: BA 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Multicultural Content
Grade Mode: Standard Letter

MGT 5321. Supply Chain Management.
A variety of tools and frameworks provide students and understanding of the basis behind supply chain decision making. Topics include supply management concepts, demand-supply management, pull/push system, capacity and resource allocation, performance measurement, relationship assessment, and outsourcing in an integrated supply chain. Require graduate standing.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
MGT 5325. Managing Business Creativity.
This course focuses on the means by which businesses and individuals foster and maintain their creative and innovative skills. Key topics include: idea generation and refinement, idea screening, prototype development, and feasibility analysis. Objectives are met through classroom exercises, case analysis, guest speakers, and individual and team projects.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

A study of current developments and practices in human resource management, including employment laws; planning, recruitment and selection; training and development programs; wage and benefits administration; performance management, human relations and productivity; labor relations; safety and health; an current contributions to human resource management theory.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5333. Problems in Business Administration.
The student is here given the opportunity to work in the field of his special interest, particularly in the subjects of accounting, business law, marketing, statistics, finance, and insurance. The course will be conducted by conferences between the student and instructors concerned. Problems will be assigned as nearly as possible for the needs of the individual student.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5335. New Venture Launch.
The purpose of this class is to ensure students gain a full understanding of what it takes to start and grow a business. Students learn the process of creating a new venture from the inside by planning, organizing and launching an actual business. Prerequisite: MGT 5315 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5336. Compensation and Benefits.
This course addresses the rewards systems in organizations. Strategic and technical considerations in designing, administering and managing compensation and benefits plans in organizations, including job analysis and evaluation, wage levels and structures, legal issues, individual and group incentives, and benefits are considered. Corequisite: MGT 5330 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5337. Organizational Staffing.
A study of the methods involved in recruitment and selection of employees with an emphasis on measurement, job analysis, performance appraisal, legal issues, and the role of human resource planning and strategy. This course relies on statistics to teach students to make reliable and valid employment decisions. Prerequisite: MGT 5330 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

A study of theoretical and applied perspectives on needs assessment, design, development delivery and evaluation of training and development as well as organizational change and development. Corequisite: MGT 5330 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

A study of challenges that decision makers consider when managing their human resources across the globe. Drawing on theories and models from cross-cultural and international management areas, this course covers such topics as globallization, culture, emerging international assignments, and expatriate recruitment, selection, training, repatriation, and career management. (MULT) Corequisite: MGT 5330 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Multicultural Content
Grade Mode: Standard Letter

MGT 5380A. Business Ethics Leadership.
This course examines a variety of ethical issues in business from multiple stakeholder perspectives (top management, employees, community members, etc.). The course is designed to enhance moral awareness and facilitate individual development with respect to making ethical decisions that contribute to effective corporate management and leadership.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Topics
Grade Mode: Standard Letter

MGT 5380C. Group Dynamics in Organizations.
This course explores the theoretical framework of group interactions as well as the practical workplace challenges associated with organizing, participating on, and managing teams and groups. It addresses the development and use of teams to improve business organizations and is recommended for graduate students preparing for business careers. Prerequisite: B A 5351 with a grade of 'B' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Topics
Grade Mode: Standard Letter

MGT 5380D. Labor Relations and Negotiation.
This graduate level course is a study of labor organizations and their impact as well as negotiation and conflict resolution issues. The course will examine the National Labor Relations Act (NLRA), union and employer rights under the NLRA, union organizing, collective bargaining, negotiation, contract administration, mediation and arbitration. Corequisite: MGT 5330 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Topics
Grade Mode: Standard Letter
MGT 5380E. International Leadership.
Course will include lectures, business engagements, cultural excursions, and a service-learning project. To reinforce the theories discussed in class, students will interact directly with managers, employees, and international business professionals, learn perspective on cultural and leadership issues. Prerequisite: B A 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing|Topics
Grade Mode: Standard Letter

MGT 5380F. Management for Organizational Sustainability.
This course is designed to take a broad look at Sustainability from both Ecological and Organizational perspective.
2 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing|Topics
Grade Mode: Standard Letter

Designed to aid graduate students in analyzing reports, evaluating research and in planning research reports. Involves the selection of research problems, sources of data, analysis, presentation, report writing, directed reading, class reports, and a research problem.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

The study and application of theory and psychology of managerial communication using written, oral, and technological modes to communicate within the business environment. The course includes the process and product approach to graphics, leadership, problem solving, prioritizing, interviewing, and communicating change.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5395. Graduate Business Internship.
Integration of professional and academic experience through internship with an external employer. Prerequisite: Instructor approval.
3 Credit Hours. 0 Lecture Contact Hours. 15 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5399A. Thesis.
This course represents a student's initial thesis enrollment. No thesis credit is awarded until student has completed the thesis in MGT 5399B.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5399B. Thesis.
This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MKT 5321. Marketing Management.
A study of the planning and coordination of marketing functions, marketing policies, and the analysis of marketing administration. Prerequisite: B A 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5322. Marketing Research Methods.
An advanced study of the marketing research process to include problem formulation, determination of sources of information and research design, design of data collection forms, design of the sample, collection of the data, analysis and interpretation of the data, preparation of the research report, and oral presentation of the research findings. Prerequisite: MKT 5321 and QMST 5334 both with grades of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5323. Qualitative Research in Marketing.
This course examines qualitative methods as used in marketing and market research. Topics include the design and execution of qualitative research projects using various qualitative methodological approaches. Activities include application of qualitative methods for conducting research. Students will apply learning in a qualitative research project.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5330. International Marketing.
An application of marketing concepts to the global business environment. Examines marketing in the light of international economic, social, cultural, business, and environmental factors. Prerequisite: B A 5351 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
MKT 5331. Integrated Marketing Communications.
An analysis of consumer behavior in the marketplace and its application to the preparation and presentation of a complete integrated marketing communications plan for a local, regional, and/or national client. Prerequisite: MKT 5321 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5335. Services Marketing.
Services dominate the U.S. economy and are becoming critical for competitive advantage in companies across the globe and in all industry sectors. This course examines the foundations of services marketing, which are necessary to create, promise, and deliver a successful, interactive customer experience. Prerequisite: MKT 5321 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5340. Digital Marketing.
This course examines marketing strategies in the digital environment. It examines the latest technology and analytical tools used in e-marketing and e-commerce, including online advertising, mobile marketing, social media marketing, search marketing, email marketing, and web analytics. Prerequisite: MKT 5321 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5345. Marketing Analytics.
This course is a study of the scientific approach that connects customer data and competitive information to drive marketing decision-making. The course explores customer data analysis techniques and their theoretical foundations that are applied to real world business problems. Students will learn software, conduct data analysis and communicate the results. Prerequisite: MKT 5321 and QMST 5334 both with grades of 'C' or better or instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5350. Strategic Marketing Analysis and Planning.
This course examines strategic marketing decision making through the analysis and interpretation of marketing intelligence, metrics, and dashboards. Topics will include data-driven decision making on marketing challenges pertaining to customers, brands, marketing mix decisions, online strategy and social media, market performance, and firm profitability. Prerequisite: MKT 5322 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5395. Independent Study in Marketing.
Individual problems or topics will be designed and completed to emphasize selected areas of study in Marketing. Prerequisite: Instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

MKT 5395E. Social Media Marketing.
A conceptual foundation and practical approach for developing a social media marketing plan will be presented. Students will gain hands-on experience using social media strategically to achieve desired marketing goals through hands-on projects. Students will also earn applicable certifications, which will provide tangible evidence of the skills acquired in this course. Prerequisite: MKT 5321 with a grade of 'C' or better or instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

MKT 5397F. Contemporary Topics in Marketing Analysis: Market Analysis, Geospatial Analysis & Growth Hacking.
This course covers contemporary topics and analytical tools in marketing analysis. Students will learn (1) concepts and methods in market analysis, (2) analytical and mapping tools in geospatial data and information, and (3) concepts and methods in growth hacking. Prerequisite: MKT 5321 and QMST 5334 both with grades of 'C' or better or instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

MKT 5397G. AI and Data Visualization for Marketing and Sales.
The course consists of applied training in foundational topics for artificial intelligence and data visualization. It covers both prediction as well as classification problems. While touching on certain technical aspects, the main emphasis is on understanding the application of a wide range of modern techniques to specific marketing cases. Using Microsoft Power BI and KNIME, the course trains students in data access, dashboarding and visualization, AI and machine learning to enhance the performance of marketing decisions. Prerequisite: MKT 5321, QMST 5334; Or Instructor Approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

MKT 5398. Internship in Marketing.
Internship in marketing is an external employer supervised, experiential learning course that enables a student to integrate professional and graduate business coursework. Prerequisite: Instructor approval.
3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

MKT 5399A. Thesis.
This course represents a student's initial thesis enrollments. No thesis credit is awarded until student has completed the thesis in Marketing Research and Analysis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MKT 5399B. Thesis.
This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit
QMST 5336. Analytics.
This course introduces analytics which refers to the process of transforming data into information for making decisions. The topics include the introduction to analytics, visualization, analytics applications, and challenges related to business data. Students will learn how to use software, conduct data analysis and communicate their results.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

QMST 5342. Probability and Statistical Models.
This course introduces the concept of probability and probability distributions. It includes general and generalized linear models, inflated and mixture models, and hierarchical models. Model validity and choice will also be discussed. Prerequisite: QMST 5336 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

QMST 5343. Data Mining.
This course covers data mining concepts and applications of data mining techniques to solve business problems. It emphasizes algorithms such as classification, clustering, association, and text mining. Model selection and assessment are also emphasized. Prerequisite: QMST 5336 with a grade of 'C' or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
QMST 5399A. Thesis.
This course represents a student’s initial thesis enrollment. No thesis credit is awarded until the student has completed the thesis in Data Analytics and Information Systems. Graded on a credit (CR), progress (PR), no-credit (F) basis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

QMST 5399B. Thesis.
This course represents a student’s continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

QMST 5599B. Thesis.
This course represents a student’s continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

QMST 5999B. Thesis.
This course represents a student’s continuing thesis enrollment. The student continues to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.
9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit