The Master of Business Administration (M.B.A.) degree emphasizes the knowledge, soft skills and analytical mindset needed for professional success and is designed for those individuals who expect to pursue careers focused on the management and leadership of organizations. The M.B.A. program is offered both in residential and online formats. Students in the in-person M.B.A. program may choose an optional concentration in one of six areas: Computer Information Systems, Engineering Technology, International Business, Health Administration, Human Resource Management, or Supply Chain Management. Students in the Accelerated Online Program may choose an optional concentration in one of six areas: Business Analytics, Strategic Human Resource Management, Marketing, Healthcare Administration, International Business, and Finance.

If a student's interest is the financial sector or business in general, the AOP M.B.A. with a **Finance Concentration** may be for them. For students pursuing careers in corporate leadership, investment roles, consulting, or entrepreneurship, a finance specialization provides a strong foundation for data-driven decision-making and long-term business success. It equips them with the analytical and strategic skills needed to make high-impact financial decisions

Application Requirements

Application requirements consist of institutional and program requirements for applicable semesters of entry during the current academic year. Additional information 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/).

Unless otherwise noted on The Graduate College program page, AI tools can only be used to correct spelling and grammar errors in application materials.

Institutional Requirements

Institutional requirements are the minimum standards for admission to any graduate program at Texas State. These include:

- Completed online application
- Nonrefundable application fee
  - Degree Programs (Doctoral and Master's)
    - $55 fee, or
    - $90 for applications with international credentials
  - Post-Baccalaureate Programs (Certificate, Certification, Non-Degree, and Visiting)
    - $20 fee, or
    - $60 for applications with international credentials
- Official transcripts from each institution where course credit was granted. Final transcripts showing degree completion are required before the student may register for their second term of enrollment.
- GPA requirements (a higher GPA may be listed in the Program Requirements)
  - Doctoral programs require a 3.00 overall GPA or a 3.00 GPA in your last 60 hours (https://www.gradcollege.txst.edu/admissions/policy.html#gpa) of undergraduate course work (plus any completed graduate courses).
  - Master's and Specialist programs require a 2.75 overall GPA or a 2.75 GPA in your last 60 hours (https://www.gradcollege.txst.edu/admissions/policy.html#gpa) of undergraduate course work (plus any completed graduate courses).
  - Post-Baccalaureate programs require a 2.50 overall GPA or a 2.50 GPA in your last 60 hours (https://www.gradcollege.txst.edu/admissions/policy.html#gpa) of undergraduate course work (plus any completed graduate courses).
- Baccalaureate degree from a regionally accredited university. (Non-U.S. degrees must be equivalent to a four-year U.S. Bachelor's degree. In most cases, three-year degrees are not considered. Visit our International FAQs (https://www.gradcollege.txst.edu/international/faqs.html) for more information.)

Approved English Proficiency Exam Scores

Applicants are required to submit an approved English proficiency exam score that meets the minimum requirements below unless they have earned a bachelor's degree or higher from a regionally accredited U.S. institution or the equivalent from a country on our exempt countries list (http://www.gradcollege.txstate.edu/international/language.html#waiver). Some programs may restrict acceptable tests or require higher scores than the institutional scores; this will be noted in the Program Requirements.

- official TOEFL iBT scores required with a 78 overall if taken on or before January 21, 2026
- official TOEFL iBT scores required with a 4 overall if taken after January 21, 2026
- official PTE scores required with a 52 overall
- official IELTS (academic) scores required with a 6.5 overall and minimum individual module scores of 6.0
- official Duolingo scores required with a 110 overall
- official TOEFL Essentials scores required with an 8.5 overall
- official Texas State Intensive English Program score of 90% or higher in the highest-level course (level 5)

The institution does **not** offer admission if the scores above are not met.

Program Requirements

- two years or more of professional business experience.
- an overall competitive GPA or a competitive GPA in the last 60 hours of undergraduate course work (plus any completed graduate courses)
- responses to specific essay questions
- resume/CV detailing work experience, extracurricular and community activities, and honors and achievements
- the details of two professional references from persons best able to assess the student's ability to succeed in graduate school
- GRE/GMAT not required

Approved English Proficiency Exam Scores

This program accepts the English Proficiency scores as listed in the Institutional Requirements but would require the following module scores for specific tests:

- official TOEFL iBT scores required with a 78 overall if taken on or before January 21, 2026

  - 19 Listening
  - 19 reading
  - 19 Speaking
  - 18 Writing
- official TOEFL iBT scores required with a 4 overall if taken after January 21, 2026
  - 4 Listening
  - 4 Reading
  - 4 Speaking
  - 4 Writing

Degree Requirements

The program can be completed via Accelerated Online Program (AOP).

The Master of Business Administration (M.B.A.) degree with a major in Business Administration concentration in Finance requires 39 semester credit hours.

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

Code	Title	Hours
Required Courses		
B A 5351	Organizational Performance and Competitive Advantage	3
ISAN 5318	Artificial Intelligence in Digital Economy	3
ACC 5361	Accounting Analysis for Managerial Decision Making	3
ECO 5316	Managerial Economics	3
FIN 5352	Financial Management	3
MGT 5313	Strategic Management	3
MGT 5314	Organizational Behavior and Theory	3
MKT 5321	Marketing Management	3
ANLY 5334	Statistical Methods for Business	3
ANLY 5338	Operations Management	3
Choose 9 hours of advsior-approved concentration electives. [1]		9
HA 5300	Healthcare Organization and Delivery	
HA 5303	Healthcare Analytics and Health Information System Management	
HA 5321	Healthcare Law and Policy	
Total Hours		**39**

[1] Electives for the concentration in Finance are: HA 5300, HA 5325,and HA 5334. However, other courses may be available for substitution 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 a 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 (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#ACC), ANLY (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#ANLY), B A (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#B A), ECO (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#ECO), FIN (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#FIN), MGT (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#MGT), MKT (http://mycatalog.txstate.edu/graduate/mccoy-business-administration/finance-mba/#MKT)

Accounting (ACC)

ACC 5315. Selected Topics in Financial Accounting.
This course examines specialized financial accounting topics in financial reporting, including pensions and post-retirement benefits, deferred taxes, derivatives, share-based payments, and interim and segment reporting. It focuses on the application and analysis of accounting standards relevant to these areas and includes content aligned with the Financial Accounting and Reporting section of the CPA Exam. The course emphasizes interpretation of authoritative guidance and analysis of complex financial reporting issues encountered in auditing, taxation, and corporate accounting contexts. Prerequisite: ACC 3314 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5316. Advanced Accounting.
This course provides an advanced study of accounting for business combinations and consolidated financial statements, with an emphasis on complex accounting issues encountered in practice. Students will learn to prepare consolidated financial statements. Topics may include mergers, acquisitions, foreign currency transactions, partnerships, segment and interim reporting, SEC reporting, and other advanced reporting matters. Students consult authoritative guidance and evaluate alternative accounting treatments to interpret financial reporting issues, support judgment, and communicate recommendations in a clear and professional manner. Prerequisite: ACC 3313 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5320. Auditing.
This course provides an advanced study of auditing with emphasis on complex judgment, professional responsibilities, and emerging issues in practice. Students examine challenging audit areas identified by regulators, evaluate threats to professional judgment and decision-making, and consider the auditor's ethical and legal responsibilities to business and society. The course also explores the use of data analytics in audit procedures and develops the ability to research, analyze, and communicate current auditing and regulatory issues in written and oral formats. Content aligns with topics included in the Auditing section of the CPA Exam. Prerequisite: ACC 4313 and ACC 3314 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5323. Accounting Data Analytics.
This course examines the concepts, methods, and practical issues involved in applying data analytics to accounting problems. Topics include data cleaning, transformation, analysis, visualization, and interpretation of complex datasets. The course incorporates the use of software tools and applied exercises to analyze data in various accounting contexts. It also includes statistical analysis techniques and methods for communicating analytical approaches, results, and implications relevant to accounting and business decision-making. Prerequisite: ACC 3313 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5340. Individual Income Tax.
A study of the tax concepts and issues involved in an individual's employment and personal life, and in sole proprietorships, property transactions, tax administration and tax practice. Regulatory and ethical issues are incorporated into the discussion. Students cannot receive credit for ACC 5340 towards any master's degree in the McCoy College of Business if they have already taken and received credit for ACC 3308 or a course equivalent to ACC 3308 (taken at another institution). Prerequisite: ACC 3313 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5350. Professional Accounting Research.
This course focuses on methods used to research, analyze, and resolve complex accounting issues using generally accepted accounting principles and authoritative professional guidance. Emphasis is placed on identifying relevant accounting literature, conducting research using the Financial Accounting Standards Board Accounting Standards Codification, and documenting supported conclusions. The course includes communication of accounting research findings and the integration of conceptual accounting theory and technical knowledge in the analysis of case-based accounting problems. 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 5352. Financial Statement Reporting and Analysis.
This course examines the principles and practices of financial statement reporting and analysis. It covers methods used to analyze and interpret financial reports for assessing firm performance. Topics include the structure, meaning, and limitations of financial statements, as well as analytical frameworks used to evaluate historical and current financial and non-financial information. The course also addresses forecasting techniques and the communication of financial analysis results in business contexts such as investment and lending decisions. Prerequisite: ACC 3305 or ACC 5361 either with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5355. IT Auditing.
This course examines contemporary IT audit practices with an emphasis on planning, collecting, and evaluating evidence related to the strategic, operational, and compliance objectives of information systems. Topics include system governance, risk management, internal controls, data integrity, and operational effectiveness. The course addresses the application of professional audit standards and methodologies used to evaluate information systems and related controls within organizational environments. Prerequisite: ACC 3305 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5357. Regulation and Professionalism.
This course advances knowledge of taxation, business law, and regulatory issues relevant to the accounting profession. Emphasis is placed on expanding federal taxation concepts introduced in prior coursework. Topics include professional and legal responsibilities of accountants, commercial law, and the legal structure of business entities. The course also addresses current developments and changes in regulatory and tax environments, including compliance requirements, reporting obligations, and emerging policy considerations affecting accounting practice and professional decision-making in the current global environment. Prerequisites: ACC 3313 and [ACC 4328 or ACC 3308] both with a grade of "B" or better. Corequisite: ACC 5366 with a grade of a "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5358. Exploring Accounting Oversight in Washington, D.C..
This course provides an immersive learning experience in the heart of Washington, D.C. The course bridges classroom theory with real-world practice by helping students understand how accounting, auditing, tax, and financial reporting are shaped through oversight, enforcement, and standard-setting. The course centers on guided visits and discussions with professionals at key institutions in D.C. that influence the accounting profession. By connecting these experiences to course concepts, students develop professional judgment, strengthen communication skills, and expand their awareness of the large variety of career paths available in the accounting industry. Prerequisite: ACC 4313 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5361. Accounting Analysis for Managerial Decision Making.
This course introduces the principles and techniques of managerial accounting used to support planning, control, and decision-making in organizations. Students perform different cost accumulation and cost assignment methods, including job, process, and standard costing. They learn to distinguish direct and indirect costs. They perform cost-volume-profit analysis, budgeting, and performance measurement through tools such as the balanced scorecard. Emphasis is placed on critical thinking, ethical considerations, and the clear communication of accounting information for effective managerial decision-making in a business environment.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5362. Cost and Managerial Accounting Theory.
This course examines advanced managerial accounting concepts used to generate, analyze, and interpret information for internal decision-making. The course emphasizes cost behavior, cost system design, performance measurement, and the strategic use of accounting information in planning and control. It also incorporates behavioral aspects associated with management control systems. Students evaluate how managerial accounting supports operational, tactical, and strategic decisions across organizations and functional areas. Emphasis is placed on analyzing business cases and using strategic cost management concepts to develop actionable recommendations. Prerequisite: 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.
This course provides an advanced study of federal income taxation for business entities, with emphasis on C corporations, partnerships, and S corporations. Students analyze the tax consequences of entity formation, operations, restructuring, and liquidation through application of the Internal Revenue Code, Treasury Regulations, judicial decisions, and IRS administrative guidance. The course develops advanced tax research skills, professional written communication, and the ability to integrate tax authority, policy considerations, and ethical judgment in resolving complex business entity tax issues and advising clients. Prerequisite: ACC 3313 and [ACC 4328 or ACC 3308] both with grades of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5369. Special Studies in Accounting.
This course provides an independent study focused on directed research in selected accounting topics. It examines the development of accounting thought and its application to advanced tax issues, international accounting standards, professional ethics, and key concepts in managerial and financial accounting. The course deepens students’ understanding of how theoretical perspectives and specialized research strengthen analytical reasoning, support sound professional judgment, and enhance the ability to address complex accounting issues in organizational contexts. 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.
This course provides an immersive introduction to professional accounting practice by engaging students in real#world work environments across public, industry, or governmental settings. Students explore the application of accounting principles, reporting standards, and ethical frameworks central to the profession, gaining insight into the competencies expected of Certified Public Accountants (CPAs). The experience highlights the relevance of regulations and professional expectations set by the Texas State Board of Public Accountancy (TSBPA), strengthening students’ understanding of how technical knowledge, professional judgment, and regulatory compliance shape high#quality accounting practice. 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.
This course provides an examination of the sources of tax authority, which include its primary sources (legislative, judicial, and administrative), as well as secondary sources. This course develops advanced skills in federal tax research, analysis, and professional communication. Students learn to identify relevant facts and issues, locate and interpret authoritative tax law sources, and evaluate the authority and relevance of statutes, legislative history, administrative guidance, judicial decisions, and secondary materials. Emphasis is placed on the effective use of electronic tax research tools, synthesis of academic and professional literature, preparation of persuasive written tax memoranda and professional communications, and ethical judgment in tax practice. Prerequisite: ACC 4328 or ACC 3308 with a grade of "B" or better. Corequisite: ACC 3314 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5373. Fraud Examination.
This course provides a graduate-level introduction to fraud examination with emphasis on occupational fraud, fraud prevention, fraud detection, and fraud investigation. Students study why perpetrators commit fraud, the characteristics of common fraud and corruption schemes, and the internal controls used to deter misconduct. The course also addresses methods for detecting fraud, including selected cyber-security issues, as well as interviewing techniques, evidentiary considerations, and documentary requirements. Students develop skills in preparing professional reports for fraud examination and litigation support contexts. Prerequisite: ACC 3305 or ACC 3313 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5375. Business Information Consulting.
This course examines principles and concepts of accounting consulting through the analysis and presentation of case studies addressing current issues and emerging trends in accounting and information technology. Students gain real-world experience with client#focused case work that requires the development of professional deliverables. Students evaluate complex organizational challenges, develop data#driven recommendations, and refine professional judgment aligned with the consulting practices of accounting firms. Emphasis is placed on integrating technical expertise, critical thinking, and strategic communication to prepare students for advisory roles supporting clients in dynamic business environments. Prerequisite: ACC 3305 with a "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5377. Partnership Taxation.
This course provides an advanced study of partnership taxation under Subchapter K of the Internal Revenue Code. Students analyze complex issues involving partnership formation, allocations, distributions, basis adjustments, and transactions between partners and partnerships. Emphasis is placed on interpreting and applying primary and secondary tax authorities, conducting graduate-level tax research, and evaluating tax planning strategies in light of policy, compliance, and professional standards. The course also develops students' ability to communicate well-reasoned analyses and exercise ethical professional judgment in advising clients. Life-cycle analysis and tax planning considerations are emphasized. Prerequisite: ACC 4328 or ACC 3308 or ACC 5366 with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5378. Tax Practice, Procedures, Audits and Controversy.
This course provides an advanced study of tax practice and procedure in the federal income tax system. Students examine return filing requirements, audits, appeals, collections, and litigation, with emphasis on the tax professional's advisory and advocacy roles. The course considers voluntary compliance, taxpayer and practitioner rights and responsibilities, penalties, and procedural rules governing interactions with taxing authorities. Students develop the ability to analyze authoritative guidance and tax literature, formulate defensible procedural strategies, and communicate ethical, professional recommendations in written and oral form. Prerequisites: ACC 3314 and [ACC 4328 or ACC 3308] both with a grade of "B" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5389. Corporate Governance and Ethics.
This course examines ethics and corporate governance with emphasis on issues affecting professional accountants and the profession's core values of integrity, objectivity, and independence. Focus is placed on analysis of public interest considerations, professional skepticism, and the role of governance in maintaining accountability and trust. The course also provides an in-depth study of ethics rules issued by professional and regulatory bodies. Students apply ethical analysis to case studies in accounting and business to identify feasible courses of action, determine stakeholder impacts, and develop oral and written reports. This course was approved by the Texas State Board of Public Accountants as a requirement for licensure as Certified Public Accountants. Prerequisite: ACC 3313 with a grade of "B" or better. Corequisite: ACC 4313 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ACC 5680. Internship in Accounting.
This course provides an immersive introduction to professional accounting practice by engaging students in real#world work environments across public, industry, or governmental settings. Students explore the application of accounting principles, reporting standards, and ethical frameworks central to the profession, gaining insight into the competencies expected of Certified Public Accountants (CPAs). The experience highlights the relevance of regulations and professional expectations set by the Texas State Board of Public Accountancy (TSBPA), strengthening students' understanding of how technical knowledge, professional judgment, and regulatory compliance shape high#quality accounting practice. Students taking ACC 5370 for credit may not take ACC 5680 for credit. Prerequisite: Instructor approval.
6 Credit Hours. 0 Lecture Contact Hours. 40 Lab Contact Hours.
Grade Mode: Credit/No Credit

Analytics (ANLY)

ANLY 5199B. Thesis.
This course represents a graduate student's initial enrollment in a master's thesis sequence. Students begin formal thesis work under the supervision of a faculty thesis committee by identifying a research topic, reviewing relevant scholarly literature, and developing an approved research proposal. The course establishes the foundation for subsequent thesis research and writing in the data analytics field. No thesis credit is awarded until the thesis is completed, approved, and submitted for binding. The course is graded on a credit (CR), progress (PR), or no credit (F) basis.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

ANLY 5299B. Thesis.
This course represents a graduate student's initial enrollment in the master's thesis. Students begin formal thesis work under the supervision of a faculty thesis committee by identifying a research topic, reviewing relevant scholarly literature, and developing an approved research proposal. The course establishes the foundation for subsequent thesis research and writing in the data analytics field. No thesis credit is awarded until the thesis is completed, approved, and submitted for binding. The course is graded on a credit (CR), progress (PR), or no credit (F) basis.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

ANLY 5330. Statistical Computing.
This course explores the intersection of programming and computational techniques essential for rigorous statistical analysis. Students master data manipulation, complex data structures, and algorithmic development alongside the mathematical foundations of matrix operations and numerical linear algebra. The course examines Monte Carlo simulations and numerical optimization as foundational methods for statistical modeling. Students develop an understanding of how computational procedures and numerical methods support advanced analytics and machine learning applications.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5332. Optimization for Business Analytics.
This course introduces optimization theory and methods for modeling, analyzing, and solving complex business decision-making problems. Emphasis is placed on formulating real-world managerial problems as mathematical optimization models and applying appropriate solution techniques. Topics include linear programming, network optimization, integer and mixed-integer programming, nonlinear optimization, and selected advanced topics such as multi-objective, stochastic, and robust optimization.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5334. Statistical Methods for Business.
This course provides a comprehensive quantitative foundation for business analytics and data-driven decision-making. Students explore essential topics such as inferential statistics, regression analysis, and various statistical modeling techniques used to solve complex business problems across functional areas. Significant emphasis is placed on understanding core statistical concepts, applying appropriate methods, and interpreting results within real-world business contexts. The curriculum focuses on analytical reasoning and evidence-based evaluation rather than prescriptive managerial conclusions, ensuring learners can critically assess data to support organizational objectives.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5335. Forecasting and Simulation.
This course covers forecasting and simulation methods designed to analyze uncertainty and support organizational planning and decision-making. Students explore time series forecasting, causal forecasting, and both discrete-event and continuous-event simulation. Significant emphasis is placed on understanding model assumptions, selecting appropriate techniques, and interpreting results within diverse business contexts. The curriculum focuses on rigorous analytical modeling and evaluation rather than prescriptive managerial outcomes. By mastering these quantitative methods, students develop the skills necessary to navigate complex predictive scenarios.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5336. Analytics.
This course covers analytics as the essential process of transforming raw data into actionable information to support strategic decision-making. Students explore foundational analytics concepts, data visualization, various applications, and the inherent challenges associated with modern business data. Participants develop practical skills in using analytical software, performing rigorous data analysis, and communicating results effectively. Emphasis is placed on analytical reasoning, the interpretation of complex data, and the clear presentation of insights within business contexts, ensuring students can drive organizational value through evidence.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5337. Supply Chain Analytics.
This course examines the application of data analytics tools and quantitative methods to analyze supply chain performance at strategic, tactical, and operational levels. Topics include performance measurement, demand planning, inventory management, logistics optimization, and supply chain risk analysis from an analytics perspective. Students use statistical analysis, optimization, and simulation techniques to analyze data and support decision-making across integrated supply chain processes. Prerequisite: ANLY 5334 with a "C" or better. Corequisite: ANLY 5335 with a grades of a "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5338. Operations Management.
This course introduces the concepts and strategies used to design, manage, and continuously improve the processes that create and deliver goods and services. The course examines operational and tactical challenges organizations face and explores both qualitative and quantitative approaches to addressing them. Students analyze how process decisions influence organizational performance while considering emerging technologies, digital transformation, and data-enabled operational practices across diverse organizational settings.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5339. Analytics Applications in Supply Chain Management.
This course examines the application of descriptive, predictive, and prescriptive analytics within various supply chain management contexts. Students analyze complex case studies and diverse datasets to evaluate planning, coordination, and operational challenges across global supply chain processes. Significant emphasis is placed on applying analytical techniques, artificial intelligence methods, and advanced software tools to model systems, interpret results, and assess alternative approaches. The curriculum focuses on rigorous analytical reasoning and evidence-based evaluation rather than prescriptive managerial decisions. Prerequisite: ANLY 5337 with a grade of a "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5342. Probability and Statistical Models.
This course covers probability theory and statistical modeling techniques essential for advanced data analysis. Students explore probability distributions, general and generalized linear models, mixture and hierarchical models, and various related extensions. Significant emphasis is placed on rigorous model formulation, interpretation, selection, and validation. The curriculum focuses on understanding the underlying assumptions and inherent limitations of statistical models while applying appropriate methods to analyze complex datasets. By mastering these concepts, students develop the analytical skills necessary to extract meaningful insights from sophisticated data structures.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5343. Data Mining.
This course examines data mining concepts and techniques used to analyze large, complex datasets. Students explore key topics including classification, clustering, association analysis, and text mining. Significant emphasis is placed on understanding algorithmic foundations, model selection, and performance assessment. Students apply these data mining methods to analyze real-world datasets and interpret results within applied analytics contexts. Throughout the curriculum, students pay close attention to methodological assumptions and limitations, ensuring a robust and critical approach to extracting meaningful patterns from massive amounts of data. Prerequisite: ANLY 5336 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ANLY 5369. Independent Study in Analytics.
This course provides an opportunity for faculty-supervised independent study in a selected area of analytics or quantitative methods. Students pursue in-depth research or applied project work focused on a specialized topic of interest, using appropriate analytical tools and techniques. Emphasis is placed on independent inquiry, methodological rigor, and critical evaluation of results. The course may be completed individually or in small teams and may be repeated with departmental approval when the topic or analytical focus differs. Prerequisite: Instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

ANLY 5395. Internship in Analytics.
This course provides supervised experiential learning through an approved internship in analytics or quantitative methods. Students apply analytical concepts, tools, and techniques in a professional setting while reflecting on the relationship between academic training and workplace practice. Emphasis is placed on integrating professional experience with analytical reasoning, documentation, and communication of work performed. The internship is completed with an external organization under faculty supervision. Prerequisite: Instructor approval.
3 Credit Hours. 1 Lecture Contact Hour. 20 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

ANLY 5399A. Thesis.
This course represents a graduate student's initial enrollment in the master's thesis. Students begin formal thesis work under the supervision of a faculty thesis committee by identifying a research topic, reviewing relevant scholarly literature, and developing an approved research proposal. The course establishes the foundation for subsequent thesis research and writing in the data analytics field. No thesis credit is awarded until the thesis is completed, approved, and submitted for binding. The course is graded on a credit (CR), progress (PR), or no credit (F) basis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

ANLY 5399B. Thesis.
This course represents a graduate student's initial enrollment in the master's thesis. Students begin formal thesis work under the supervision of a faculty thesis committee by identifying a research topic, reviewing relevant scholarly literature, and developing an approved research proposal. The course establishes the foundation for subsequent thesis research and writing in the data analytics field. No thesis credit is awarded until the thesis is completed, approved, and submitted for binding. The course is graded on a credit (CR), progress (PR), or no credit (F) basis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

ANLY 5599B. Thesis.
This course represents a graduate student's initial enrollment in the master's thesis. Students begin formal thesis work under the supervision of a faculty thesis committee by identifying a research topic, reviewing relevant scholarly literature, and developing an approved research proposal. The course establishes the foundation for subsequent thesis research and writing in Data Analytics field. No thesis credit is awarded until the thesis is completed, approved, and submitted for binding. The course is graded on a credit (CR), progress (PR), or no credit (F) basis.
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

ANLY 5999B. Thesis.
This course represents a graduate student's initial enrollment in the master's thesis. Students begin formal thesis work under the supervision of a faculty thesis committee by identifying a research topic, reviewing relevant scholarly literature, and developing an approved research proposal. The course establishes the foundation for subsequent thesis research and writing in Data Analytics field. No thesis credit is awarded until the thesis is completed, approved, and submitted for binding. The course is graded on a credit (CR), progress (PR), or no credit (F) basis.
9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

Business Administration (B A)

B A 5100. Business Professional Development Seminar.
This course examines professional communication, presentation effectiveness, and professional presence in business contexts. It integrates academic content with structured, practice-based activities focused on communication strategies, presentation design, and professional interaction. Topics include development of presentation materials, delivery techniques, and evaluation of communication practices in organizational settings. The course incorporates iterative feedback and may be adapted to reflect current industry practices. Repeatable for credit under different topics.
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 5110. Executive Coaching I.
This course provides Executive MBA students with sustained, individualized coaching experience to accelerate personal growth, leadership effectiveness, and strategic clarity. Each student is matched with a professional coach for regular sessions tailored to their goals and context.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 5111. Executive Coaching II.
This course provides Executive MBA students with sustained, individualized coaching experience to accelerate personal growth, leadership effectiveness, and strategic clarity. Each student is matched with a professional coach for regular sessions tailored to their goals and context.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 5250. Disruption, Innovation & Entrepreneurship.
This course equips students with the tools and mindset needed to expand businesses and uncover new avenues for growth. Students will explore multiple pathways for opportunity creation - including product innovation, business model innovation, and go-to-market (GTM) strategies - while learning to apply efficient frameworks that work across businesses of all sizes in competitive markets. The course emphasizes developing an entrepreneurial way of thinking, empowering students to recognize and seize business opportunities, adapt and learn from setbacks, and thrive in diverse professional settings.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 5351. Organizational Performance and Competitive Advantage.
This course examines the firm from an integrative perspective. A variety of organizational models and perspectives are incorporated to analyze the complexities of the firm, its environments, and its relationships with stakeholders. With a focus on conceptual understanding and application through case analysis, the course addresses strategic decision making under changing internal and external conditions.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

B A 5360. MBA International Experience.
This course will focus on developing an understanding and analysis of issues related to business challenges in another country. It delves into the complexities of the global economy, including issues like international trade patterns, financial performance, capital flows, inequality, and the impact of international organizations. 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.
Grade Mode: Standard Letter

B A 5396. Internship in Business Administration.
This course provides graduate business students with supervised, hands-on professional experience in a business environment. Students apply academic knowledge to real-world challenges while developing advanced managerial, analytical, and problem-solving skills. Through structured work assignments, reflective analysis, and performance evaluation, students examine organizational operations, assess decision-making processes, and enhance leadership, communication, and collaboration competencies. The course culminates in a comprehensive reflective report that integrates academic theory with professional practice, preparing students for advanced careers and responsible leadership roles. 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 enables graduate students to pursue a faculty-guided, independent study of a selected topic or applied area in business, emphasizing analytical inquiry and specialized learning beyond regularly offered courses. Students formulate a focused research or applied problem, review and synthesize relevant literature or data, and apply appropriate theories, models, or analytical tools to investigate the issue. The course emphasizes critical evaluation of evidence and effective communication of findings through written reports and/or presentations. With approval from the Associate Dean for Graduate Programs, students may repeat the course to pursue additional distinct projects. 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

Economics (ECO)

ECO 5302. Economic Theory and Policy.
An intensive study of micro-and macroeconomic concepts; the price system as it functions under competition, monopoly, monopolistic competition and oligopoly; national income measurement and determination; business cycles; money and banking; monetary policy; fiscal policy and economic stabilization. May not be counted as an elective MBA course. This course does not earn graduate degree credit.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing|Exclude from Graduate GPA|Leveling
Grade Mode: Leveling/Assistantships

ECO 5310. International Economics.
This course examines international trade and financial relationships among nations using advanced economic frameworks. Topics include exchange rate determination, trade barriers, customs unions, and macroeconomic policy in open economies. Analysis focuses on interactions between goods markets and financial markets and on how policy and institutional arrangements influence global economic outcomes. Analytical models are used to evaluate trade flows, capital movements, and exchange rate dynamics within an integrated framework. Prerequisite: 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

ECO 5316. Managerial Economics.
This course applies microeconomic theory to the analysis of managerial decision-making and business policy. Topics include demand analysis, production and cost theory, pricing strategies, and optimization techniques such as linear programming. Analytical models are used to examine how firms allocate resources, respond to market conditions, and evaluate strategic alternatives. Emphasis is placed on using quantitative methods to inform decisions related to pricing, output, and resource allocation in competitive environments. Prerequisite: QMST 5334 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

ECO 5320. Emerging Market Economies.
This course examines the structural characteristics of emerging market economies and their role in the global economic system. Topics include patterns of economic growth, institutional development, financial systems, trade integration, and macroeconomic stability. Analysis focuses on key challenges such as volatility, capital flows, governance, and policy constraints, as well as opportunities related to industrialization, innovation, and global market participation. Economic models and empirical evidence are used to evaluate development outcomes and policy responses across different regions and country contexts. Prerequisite: 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

ECO 5338. Global Economics & Markets.
This course explores the interconnectedness of national economies and the forces driving international trade, finance, and development. It delves into the complexities of the global economy, including issues like international trade patterns, financial performance, capital flows, inequality, and the impact of international organizations. Students gain an understanding of how various economies interact, the role of policy, and the challenges and opportunities presented by globalization.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

Finance (FIN)

FIN 5322. Investment Analysis.
This course examines the application of financial theory to investment analysis in modern capital markets. Topics include portfolio theory, asset pricing models, and derivative pricing frameworks, with emphasis on evaluating investment opportunities and managing risk. Analysis covers the risk–return tradeoff, market efficiency, and behavioral factors in investment decision-making. Quantitative methods are used to assess equities, fixed income securities, and derivatives. Emphasis is placed on integrating theoretical models with empirical evidence to support portfolio construction, performance evaluation, and risk management strategies. Prerequisite: B A 5352 with a grade of "C" or better or FIN 3312 with a grade of "D" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

FIN 5332. Portfolio Theory and Capital Markets.
This course examines the principles and strategies used in portfolio construction and management. Topics include portfolio selection, risk–return analysis, asset allocation, diversification, and performance evaluation. Analytical tools are used to assess portfolio risk, evaluate asset classes, and measure investment outcomes. Derivative instruments are introduced as tools for risk management and portfolio adjustment. Emphasis is placed on applying quantitative methods to support investment decisions and assess portfolio performance in different market environments. Prerequisite: FIN 5322 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

FIN 5338. International Investments and Financial Management.
This course examines the economic rationale and incentives underlying international investment and financing decisions in global capital markets. Topics include exchange rate determination, currency risk exposure, and strategies for managing foreign exchange risk. Analysis covers global debt and equity markets, cross-border financing alternatives, and the role of multinational corporations in international capital allocation. Foreign currency derivatives are introduced as tools for hedging and risk management. Emphasis is placed on evaluating investment and financing strategies within the context of international financial markets, regulatory environments, and macroeconomic conditions. Prerequisite: B A 5352 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

FIN 5352. Financial Management.
This course introduces students to the major considerations in financial decision-making. These considerations are analyzed by examining the role of financial managers in creating value and shareholder wealth within legal and ethical constraints. Topics include financial statement analysis, time value of money, capital budgeting, risk and return, cost of capital, and capital structure decisions. The course emphasizes quantitative applications, analytical techniques, and problem-solving approaches relevant to corporate financial decision contexts. Prerequisite: ACC 5361 with a grade of "C" or better. Corequisite: QMST 5334 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Dif Tui- Business Admin
Grade Mode: Standard Letter

Management (MGT)

MGT 5199B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5210. The 360 Executive.
This course is an immersive, feedback-driven course that places students at the center of transformation, leveraging a powerful 360-degree assessment to unlock their leadership potential. The course combines self-assessments with input from colleagues, direct reports, supervisors, and stakeholders to create a thorough view of each student's leadership strengths and opportunities. Through exposure to key leadership practices, this course equips students to lead confidently in today's complex, people-driven business environment.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5212. The Ethical Practices of Decision Makers.
This course explores various ethical issues confronting executives from multiple stakeholder perspectives (top management, employees, community members, etc.) and aims to enhance students' understanding of ethical decision-making and personal and organizational realities.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5299B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5301. Graduate Assistant Development.
This course is required for students employed as graduate assistants and focuses on knowledge and skills relevant to graduate assistant roles. Topics may include professional responsibilities, workplace expectations, communication practices, and effective engagement within academic and administrative settings. The course emphasizes understanding role-related requirements and applying practical strategies to support faculty, staff, and students in an assistantship role. This course is required as a condition of employment and 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 5313. Strategic Management.
This course synthesizes concepts and analytical tools developed throughout the MBA curriculum to address complex business challenges and strategic decisions. Using an integrative approach to strategy formulation and execution, students evaluate current strategic management theories and frameworks while developing cohesive, data-driven solutions. Emphasis is placed on assessing competitive and collaborative environments, organizational performance, and the impact of strategic change. Students collaborate in teams to produce professional analyses, recommendations, and deliverables, culminating in a comprehensive, practice-oriented experience. This capstone experience should be taken during the final term of the MBA program. Prerequisite: ACC 5361 and FIN 5352 and MKT 5321 and ANLY 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.
This course examines how organizational behaviors shape workplace effectiveness by evaluating individual, team, and organizational dynamics. Students analyze job satisfaction, stress, personality, ability, motivation, trust, justice, and ethics to enhance decision#making and performance. The course also explores team dynamics, leadership styles and behaviors, and organizational differences to deepen the understanding of organizational effectiveness. Throughout the course, students apply advanced organizational behavior insights into real organizational challenges to examine leadership and organizational outcomes Prerequisite: B A 5351 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5321. Supply Chain Management.
This course introduces students with the analytical skills and frameworks necessary to understand and manage modern global supply chains. The course overviews the complete supply chain, from initial design to final execution. It investigates strategies for matching supply with demand, the advantages and disadvantages of push versus pull systems, capacity planning, resource allocation, and how to measure performance effectively. Students examine outsourcing choices, supplier interactions, and sustainability challenges through a blend of case studies, quantitative analyses, and collaborative problem-solving activities. The ultimate objective is to prepare students to implement supply chain strategies that successfully reconcile cost, quality, and responsiveness, thereby empowering firms to achieve a competitive edge.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5330. Seminar in Human Resource Management.
This course examines contemporary human resource management from a strategic, proactive perspective, emphasizing its role in creating competitive advantage and organizational value. Topics include employment law, workforce planning, recruitment and selection, training and development, compensation, and performance management. Students evaluate legal and ethical issues, apply workforce forecasting methods, and design effective HR programs. Emphasis is placed on employee relations, motivation, workplace safety, and retention. Learners develop evidence-based solutions to enhance employee experience, productivity, and overall organizational effectiveness.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5336. Compensation and Benefits.
This course examines compensation and reward systems, focusing on decisions related to pay and benefits for employees, managers, and executives. Students explore compensation objectives, policy choices, and techniques for designing and administering pay structures. Topics include job analysis and evaluation, wage determination, incentive systems, benefits, and legal considerations in the United States. Emphasis is placed on evaluating compensation effectiveness and applying analytical and critical thinking skills to develop, manage, and assess strategic compensation systems that support organizational performance and workforce motivation.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5337. Organizational Staffing.
This course explores strategic staffing as a key factor in organizational effectiveness, drawing on modern theories and models of work, talent, and organizations. Students examine workforce planning, job analysis, recruitment, selection, retention, and other processes as components of a holistic staffing system that advances organizational strategy. Students participate in practical and theoretical activity-based explorations with an emphasis on legal compliance. Through scholarly readings and group discussions, students assess, compare, and debate different staffing approaches in complex, dynamic settings.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5338. Human Resource Development.
This course examines the strategic role of human resource development in building organizational capabilities and sustaining competitive advantage. Students analyze training design, assess organizational, task, and talent needs, and evaluate how development initiatives align with business strategy. The course explores program design, delivery methods, and evaluation frameworks while emphasizing employee development and career management. Students also investigate emerging trends shaping workforce learning and development. Throughout the course, evidence-based approaches are applied to real organizational challenges to strengthen strategic leadership and talent development expertise.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5339. International Human Resource Management.
This course examines the challenges that decision makers consider when managing their human resources across the globe. Drawing on theories, models, and best practices from cross-cultural and international management areas, this course covers topics including the effects of business globalization, national culture and cross-cultural skill development, initial training and preparation of the employee and accompanying family for international assignments, plus factors in expatriate recruitment, selection, training, performance management, compensation, repatriation, and career management.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5340. Business Ethics Leadership.
This course explores key ethical challenges in business through multiple stakeholder lenses, including executives, employees, and communities. It strengthens moral awareness and supports individual growth in ethical reasoning and decision-making. Students develop the skills needed to navigate complex dilemmas, act with integrity, and make choices that promote effective corporate management, sustainable leadership, and long-term organizational trust across real-world business contexts for future leaders today in a global economy.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Dif Tui- Business Admin
Grade Mode: Standard Letter

MGT 5350. Artificial Intelligence (AI) for Business Managers.
This course equips students with a practical understanding of Artificial Intelligence (AI) and Machine Learning – two of today's most transformative technologies. Designed for future business leaders, it explores how AI can unlock value, elevate customer experiences, streamline operations, and inspire entirely new business models. Students will gain the insight and tools needed to confidently evaluate, apply, and lead AI-driven initiatives in real-world organizational contexts across diverse industries today and markets globally.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Dif Tui- Business Admin
Grade Mode: Standard Letter

MGT 5360. International Business and the Global Environment.
This course examines the complexity of the international business environment, focusing on macro-level forces and cultural contexts shaping global commerce. Drawing on theories from International Business and Strategic Management, it explores globalization, national business environments, and cross-cultural differences. Students also analyze relationships between headquarters and subsidiaries in multinational corporations, and the dynamic capabilities that influence global strategic decision-making. Emphasis is placed on managerial implications for firms competing across borders and industries worldwide today. Prerequisite: B A 5351 with grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Dif Tui- Business Admin
Grade Mode: Standard Letter

MGT 5390. Managerial Data Analysis.
This course examines the use of data analysis to support managerial decision-making. Topics include foundational statistical methods such as correlation, hypothesis testing, and multiple regression within the general linear model framework. Emphasis is placed on data acquisition, analysis, and interpretation for the purposes of prediction and explanation. The course also addresses the development and communication of analytical findings to inform organizational decisions. Applications focus on the use of data-driven insights across a range of managerial contexts.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5395. Graduate Business Internship.
This internship course provides MBA students with hands-on professional experience in a business environment. Students apply MBA-level concepts, frameworks, and analytical tools to real-world challenges, analyze organizational processes to identify improvement opportunities, and evaluate managerial decisions and strategies. Through supervised work and collaboration with stakeholders, students strengthen communication, leadership, and problem-solving skills. Reflective assignments and a final report integrate academic knowledge with practice, demonstrating professional growth and preparing students for advanced careers in business. Prerequisite: Instructor approval.
3 Credit Hours. 0 Lecture Contact Hours. 15 Lab Contact Hours.
Grade Mode: Standard Letter

MGT 5399A. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5399B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5599B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MGT 5999B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

Marketing (MKT)

MKT 5199B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

MKT 5220. Multinational Marketing – Product, Pricing, and Value Strategies for Global Markets.
This course studies multinational planning and coordination of marketing functions, marketing policies, and the analysis of marketing on an international scope including environmental and cultural aspects. The course introduces students to the complex and evolving realities of marketing for global markets with consideration for different cultural perspectives. Such perspective is important for leaders and senior executives of people aspiring to senior leadership positions in business setting. The course starts with an overview of the macro level environments faced in international markets (i.e., cultures, economic systems, legal systems, governments, etc.) and then addresses 4Ps global marketing strategy implementation.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

MKT 5299B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

MKT 5321. Marketing Management.
This course examines the concepts, analytical tools, and decision frameworks used in marketing management. Students study market analysis, buyer behavior, segmentation, targeting, positioning, and the marketing mix through lectures, case analysis, and discussion. Emphasis is placed on interpreting research, evaluating strategic alternatives, and understanding how marketing decisions influence organizational performance. The course integrates various examples from contemporary business contexts to illustrate how marketing managers address challenges related to product, pricing, distribution, and integrated marketing communications. 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.
This course introduces analytical techniques used in marketing research to support evidence#based decision making. Students examine methods for collecting and organizing data, selecting appropriate analytical procedures, and interpreting statistical results. The course covers descriptive, inferential, and multivariate approaches commonly applied in marketing contexts. Students learn to evaluate the strengths and limitations of different research designs and to prepare clear, objective reports that communicate analytical findings. The course emphasizes the responsible use of data in addressing marketing problems. Prerequisite: MKT 5321 and ANLY 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 used in marketing and market research, emphasizing the role of systematic inquiry in generating rich, context#specific insights about consumers, organizations, and market environments. Students explore a range of methodological approaches —including interviews, focus groups, projective techniques, observation, and analysis of written and digital text data—to understand how qualitative evidence is collected and interpreted. The course emphasizes the design and execution of qualitative research projects, highlighting how research questions, sampling decisions, data collection protocols, and thematic analysis influence the conclusions that can be drawn.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5330. International Marketing.
This course examines the application of marketing concepts in a global business environment. It focuses on marketing management within international strategies and innovation frameworks. Topics include the planning and coordination of marketing functions, development of global marketing policies, and analysis of marketing activities across diverse markets. Emphasis is placed on understanding environmental, economic, and cultural factors that influence decision-making in international marketing contexts and the integration of these factors into strategic planning. 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 5340. Digital Marketing.
This course introduces key concepts and analytical approaches used to plan and evaluate digital marketing strategies. Students examine major digital channels—such as search, social media, mobile communication, email, online advertising, and websites—and consider how these channels influence customer engagement and marketing outcomes. The course emphasizes customer#centric analysis, digital journey mapping, web and user experience principles, and methods for assessing campaign effectiveness. Emerging developments in automation, privacy, and platform changes are discussed to support evidence#based evaluation in dynamic digital environments. Prerequisite: MKT 5321 with a grade of "C" or better.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5341. Social Media Marketing and Analysis.
This course examines the concepts, tools, and analytical methods used in social media marketing. Students explore approaches for evaluating social media activity, identifying target audiences, and developing data#informed marketing strategies. Emphasis is placed on understanding platform characteristics, assessing engagement metrics, and applying analytical insights to inform marketing decisions. Through applied projects, students gain experience creating and assessing social media content, analyzing performance outcomes, and developing comprehensive social media marketing plans. Students may also complete industry#recognized digital marketing certifications that document the skills acquired in the 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.
Grade Mode: Standard Letter

MKT 5345. Marketing Analytics.
This course examines analytical methods used to connect customer data and market information to strategic marketing decision-making. Topics include foundational concepts in marketing analytics such as data collection, visualization, forecasting, segmentation, pricing analytics, predictive modeling, and experiment design. Emphasis is placed on the practical use of analytical software tools for working with real or representative datasets. Students analyze techniques for interpreting analytical results and presenting insights in formats relevant to professional marketing contexts. The course focuses on applying analytical methods to address practical marketing problems and translate data into actionable marketing strategies. Prerequisite: MKT 5321 and ANLY 5334 both with grades of "C" or better or instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5346. Contemporary Topics in Marketing Analytics.
This course provides an overview of advanced concepts and tools used in modern marketing analytics. Students study strategic analytical frameworks, geospatial mapping techniques, Bayesian Network modeling, and topic analysis using large datasets. The course emphasizes data#driven interpretation and application of analytics in varied marketing contexts while reviewing emerging tools shaping the discipline. Students engage with current analytical software and learn to apply analytical tools to marketing scenarios and evaluate emerging techniques within the broader data#driven landscape. Prerequisite: ANLY 5334 with a grade of “C” or better or instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5347. AI and Data Visualization for Marketing.
This course introduces foundational and applied aspects of artificial intelligence, machine learning, and data visualization in marketing analytics. Students learn core machine learning approaches for prediction and pattern discovery, along with natural language processing techniques for analyzing text, while working with structured and unstructured data using AI tools. Instruction emphasizes how these methods support key marketing activities such as prediction, customer segmentation and targeting, personalization and recommendation, and customer insight generation. The course also addresses technical considerations such as model interpretability and data quality, alongside ethical issues including algorithmic bias in AI systems. Through applied assignments and a project using real-world datasets, students use visualization for exploratory analysis and machine learning methods to develop data-driven models addressing business problems. Prerequisite: MKT 5321 and ANLY 5334 both with grades of "C" or better or instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 3 Lab Contact Hours.
Grade Mode: Standard Letter

MKT 5348. Python for Marketing Analytics.
This course provides an applied introduction to Python programming for marketing analytics. Topics include data preparation, visualization, regression, classification, clustering, association rule mining, natural language processing, and introductory neural networks. Emphasis is placed on applying Python-based analytical tools and AI-assisted coding in Python to examine marketing datasets and develop predictive and descriptive models. Students analyze techniques for interpreting analytical results and presenting insights relevant to marketing decision-making. The course focuses on applying programming and machine-learning methods to address marketing problems and translate complex data into actionable marketing insights. Prerequisite: MKT 5321 and ANLY 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 use of marketing intelligence, metrics, and data visualization dashboards. Students analyze marketing challenges involving customers, brands, marketing mix decisions, value creation and extraction, and firm performance. The course focuses on developing students’ ability to collect, interpret, and evaluate marketing data, and to apply analytical methods that support evidence-based decision making. Through guided cases, software-based analysis, and a project, students practice diagnosing marketing problems, exploring alternative solutions, and developing data-supported recommendations. The course emphasizes practical application, enabling students to transform analytics into insights that inform strategic marketing planning and improve organizational outcomes. 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.
This course supports individualized, faculty#guided research on a marketing topic selected by the student. Projects may include scholarly literature reviews, analytical papers, or other approved forms of independent inquiry. Students develop research plans, evaluate relevant academic and professional sources, and produce written work that reflects established research practices and professional communication standards. Enrollment requires instructor approval of the proposed project prior to registration. The course may be repeated once for credit when the topic of study is substantially different. Prerequisite: Instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Standard Letter

MKT 5397I. Entrepreneurial Marketing.
This course examines how marketing concepts and tools support the development and growth of entrepreneurial ventures. Students analyze how foundational marketing elements—such as segmentation, targeting, positioning, pricing, product design, branding, promotion, and distribution—inform decision#making in start#up and early#stage environments. Emphasis is placed on the challenges entrepreneurs face when working with limited resources and when introducing new offerings to a market. Using a hands#on, applied approach, the course provides a conceptual framework and practical methods for evaluating market opportunities and developing an entrepreneurship#focused marketing plan. Students learn how marketing strategy can guide venture creation, differentiation, and sustainable competitive advantage in diverse entrepreneurial contexts. Prerequisite: Instructor approval.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing|Topics
Grade Mode: Standard Letter

MKT 5398. Internship in Marketing.
This course offers students an applied learning experience that links marketing coursework with practical responsibilities in a professional environment. Working under the supervision of an external employer, students engage in tasks that contribute to ongoing marketing projects and organizational objectives. Coursework includes reflective assignments designed to enhance understanding of marketing processes, workplace expectations, and the relationship between academic concepts and real#world practice. Internship participation requires approval in accordance with program eligibility guidelines. 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 provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the 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 provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

MKT 5599B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

MKT 5999B. Thesis.
This course provides structured support for graduate students as they continue work on their thesis research. Students enroll in this course each term until the thesis is completed and submitted in its final form. The course focuses on strengthening students' ability to evaluate research designs, conduct independent inquiry, assess the quality and relevance of evidence, and develop a coherent research report aligned with disciplinary standards. Students receive guidance on organizing, presenting, and explaining their findings to a thesis committee. Throughout the course, students refine their research questions, methodologies, and written work to progress toward successful completion of the thesis.
9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit