

Business

Dr. Rajarshi V. Aroskar
 Tarleton State University
 College of Business
 1701 West Washington Street
 Stephenville, Texas U.S.A. 76401
 254-968-9350
 254-968-9328
 cob@tarleton.edu
<https://www.tarleton.edu/cob/> (<http://https://www.tarleton.edu/cob/>)

Mission Statement

The College of Business creates a dynamic learning environment for a diverse learner population with a broad range of backgrounds, perspectives, and experience, to develop the knowledge and skills needed to become productive contributors to the global business environment.

Graduate Degree Programs

Graduate degree programs offered in the College of Business (COB) are the Master of Business Administration (MBA), Master of Science in Information Systems (MS-IS), Master of Science in Human Resource Management (MS HRM), Master of Science in Management (MS-M), and Master of Accounting (MAcc). Programs are available at the following locations:

- Fort Worth: MBA, MAcc
- Stephenville: MAcc
- Online: MBA, MS-HRM, MS-IS, MS-LSCM (pending SACS-COC approval), MS-M
- Waco: MAcc

Program Administration

Policies for graduate programs in the College of Business (COB) are developed by the COB Dean, the Dean of the College of Graduate Studies, and the Graduate Council. The Dean of the College of Business is responsible for maintaining consistent policies and standards governing graduate programs in business. Direct authority for administering the programs rests with the following administrative units:

- Department of Accounting, Finance and Economics (<https://www.tarleton.edu/cob/departments/accounting-finance-economics.html>)
 - Master of Accounting (MAcc) (<https://www.tarleton.edu/degrees/accounting-ma/>)
- Department of Management (<https://www.tarleton.edu/cob/departments/management.html>)
 - MBA (<https://www.tarleton.edu/degrees/masters/mba-business-administration/>)
 - MS-Human Resource Management (<https://www.tarleton.edu/degrees/human-resources-management-ms/>)
 - MS-Logistics and Supply Chain Management (pending SACS-COC approval)
 - MS-Management (<https://www.tarleton.edu/degrees/management-ms/>)
- Department of Marketing and Computer Information Systems (<https://www.tarleton.edu/cob/departments/marketing-and-computer-information-systems.html>)
 - MS Information Systems (<https://www.tarleton.edu/degrees/ms-information-systems/>)

All questions of policies, appeals, and petitions regarding the operation of graduate programs in business should be directed to the Dean of the College of Business and submitted through the appropriate COB department head.

Accreditation

All programs offered by the College of Business at Tarleton State University are fully accredited by AACSB and ACBSP while the entire university is regionally accredited by SACSCOC:

- The Association to Advance Collegiate Schools of Business (AACSB) (<https://www.aacsb.edu/accredited/t/tarleton-state-university/>)
- Accreditation Council for Business Schools and Programs (ACBSP) (<https://acbspsearch.org/Home/Details/?instId=Inst268>)
- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) (<https://www.sacscoc.org/>)

Admission Requirements

To be granted admission, the applicant must have a bachelor's degree from a regionally accredited U.S. institution or the equivalent from a foreign institution with a grade point average of at least 2.5 on the last 60 hours of credit completed. GMAT score requirements are waived for those with an undergraduate GPA of 3.0 or higher overall or during the last 60 hours, whichever is higher. The MAAC, MBA, and MS-HRM include prerequisites. The applicant will be notified of program prerequisites (leveling requirements), if any, soon after he/she is admitted to the College of Graduate Studies.

Accelerated Program

The MS-IS includes an accelerated option, allowing undergraduate learners to begin their graduate studies early and shortening their time to graduation. Learners must meet the following requirements to pursue this option, learners must:

- apply and be conditionally accepted by the College of Graduate Studies and be accepted into the MS-IS program
- be within 12 hours of obtaining their Tarleton State University degree in BAAS-IT, BBA-MIS, or BS-CIS
- have a GPA of 3.0 or higher overall or during the last 60 hours, whichever is higher

In their final semester, learners will take BCIS 5311 plus an additional BCIS graduate elective, to serve as undergraduate upper-level electives. Learners are encouraged to consider this option early in their programs and to work closely with COB Academic Advisers and the COB Graduate Programs Manager to take advantage of this option.

Transfer Credit

Upon recommendation of the respective COB Graduate Programs Manager (<https://www.tarleton.edu/cob/people.html>) and department head in which the program is administered and with approval of the Dean of the College of Graduate Studies, a learner may transfer up to 12 hours of graduate work completed at another regionally accredited institution. For programs that require a comprehensive examination (in addition to course work or embedded within) or a capstone course, learners must complete core courses at Tarleton.

Course work in which no formal grade is given (for example, CR, P, S, U, etc.) is not accepted for transfer credit. Credit for course work submitted for transfer from any college or university must be shown in semester credit hours or equated to semester credit hours. No academic work completed by correspondence may be applied to graduate degree programs.

GPA Requirements

Graduate learners are expected to maintain a minimum GPA of 3.0 at all times. Should a learner earn a grade below C in a graduate course or fall below an overall GPA of 3.0, that learner may be placed in a conditional enrollment status and may be advised to repeat a course, reduce course load, or take other corrective action to remove the deficiency. For more information, see the section on Graduate Student Performance in the Enrollment in Graduate Courses section of the College of Graduate Studies (<https://catalog.tarleton.edu/grad/>) catalog.

Research Requirement

The MS-IS degree is a 36-hour program, with a thesis option. The MBA and MACC degrees are 30-hour non-thesis programs. The MS-HRM program is a 30 hour program with a thesis option. The MS-M program ranges from 30-36 hours depending on the concentration, some of which include a thesis option. Research is required as a part of graduate course work, but a separate thesis is not a degree requirement. Learners interested in pursuing a doctorate should consider a option and consult with their respective COB Graduate Programs Manager for more information.

Academic Appeals Process

In accordance with Tarleton State University policy, the College of Business hereby adopts the following as its procedure for academic appeals. Each learner encountering a grievance, academic in nature, follow the procedures for filing an academic appeal found in the following policy:

- COB Academic Appeal (<https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EQJzN6hqvpFoh6bg9ay99gB2tLb2eai3aipAlxAEmxWHw/?e=urpK3x>)

Other Information

- COB Netiquette (<https://www.tarleton.edu/cob/netiquette/>)
- COB Minimum Technology Requirements (<https://www.tarleton.edu/cob/QM/minimum-technology-requirements.html>)
- COB Computer Skills and Digital Information Literacy Skills (<https://www.tarleton.edu/cob/QM/computer-skills-and-digital-information-literacy-skills.html>)
- COB Vendor Privacy Statements (<https://www.tarleton.edu/cob/QM/vendor-privacy-statements.html>)
- COB Technical Support (<https://www.tarleton.edu/cob/QM/technical-support.html>)
- COB Accessibility Support (<https://www.tarleton.edu/cob/QM/accessibility-support.html>)
- COB Academic Support Services (<https://www.tarleton.edu/cob/QM/academic-support-services.html>)
- COB Student Services and Resources (<https://www.tarleton.edu/cob/QM/student-services-and-resources.html>)
- COB Vendor Accessibility Statements (<https://www.tarleton.edu/cob/QM/vendor-accessibility-statements.html>)
- COB Graduate Online Orientation (<https://tarleton.instructure.com/courses/19005/>)
- COB Graduate Course Rotations (https://tarleton.sharepoint.com/:x:/s/COBA-CollegeofBusinessAdministration/EaVYeJKX59xLhjf-0E1vFPkBy-2RSy8J_sfvGduuu1K8fA/?e=9antul)
- MACC Student Guidebook (<https://www.tarleton.edu/cob/documents/student-resources/macc-student-guidebook.pdf>)
- MBA Student Guidebook (https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EXjLgcW1GPplhwHnfr_PJ8lByx1F_Y58cFopySjiHIF-kg/?e=ROfLrp)
- MS-HRM Student Guidebook (<https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EU7j-R3csqBHgAUug9mjCtMBug8h2RNPDcC85Y9PGTMhhA/?e=pgn5cS>)
- MS-IS Student Guidebook (https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EcFAJ08_8utOukwr5zV03hQBHW4mLjrf_7KTGPHqU1Ni_w/?e=TsPRsv)
- MS-LSCM Student Guidebook (https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EYBtWuT_I2lBsmEvocrH1LEBaqMYZT-uFw2Fl6tqk0so-g/?e=ux1VLi) (pending SACS-COC approval)
- MS-M Student Guidebook (https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EZ_clqXQvX1CnUKZkm9R1PgBY4HTHQUO51BDJvKDbEvgtg/?e=4meckp)

Return to Top of Page

Dean

- Aroskar, Dr. Rajarshi

Associate Dean

- Schuessler, Dr. Joseph H.
- Bauer, Dr. Keldon

Administrative Coordinator

- Bise, Ms. Kristi

Accreditation Program Manager

- Hecox, Ms. Pam

Career Development Coordinator

- Mitchell, Ms. Kim

Instructional Designer

- January, Mr. Scott

Budget & Record Specialist

- Holdridge, Ms. Joni

COB Graduate Programs Manager

- Moyer, Ms. Caitlin
- Turner, Ms. Nancy

COB Academic Advisor

- McMillian, Ms. Shelly
- Remsza, Ms. Makayla
- Shouse, Mr. Robert

Social Media Student Technician

- Rodriguez, Ms. Ryanna

Event Planner & Student Technician

- Morris, Ms. Abbey

Accounting Courses

ACCT 5086. Problems. 1-3 Credit Hours (Lecture: 0 Hours, Lab: 1-3 Hours).

This course offers students the opportunity to become acquainted with current research being conducted within the student's area of interest; directed reading of a number of sources selected in concert by the student's professor. Prerequisite: Approval of department head.

ACCT 5300. Foundations of Financial Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An interdisciplinary course that examines principles of accounting, economics and finance as applied to the contemporary business organization operating in a global market place. Focuses on integration of theory and practice to develop framework for measuring, analyzing, and improving financial performance.

ACCT 5301. Financial Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course is a part of and a continuation of the Intermediate Accounting sequence. It extends and builds directly on what students have learned in ACCT 3303 and 3304. Topics may include: accounting for pensions; accounting for income taxes in a corporation's financial reporting; changes in accounting principles and correction of errors; preparation of statement of cash flows. This course is intended to qualify for recognition by the Texas State Board of Public Accountancy as one semester hour in accounting research and analysis (reflecting the dedication of one semester hour to research and analysis). Accordingly, this course addresses the identification, organization, and integration of diverse sources of information to reach a conclusion or make a decision; and should analyze accounting and taxation issues by reviewing information, using empirical data and analytical methods, recognizing data in patterned activities, forecasting, and integrating data. Students who have successfully completed ACCT 4301 cannot receive credit for this course. Prerequisite: Mastery of intermediate financial accounting or department head approval.

ACCT 5302. Cost Analysis & Control. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of management control systems, profit performance, standard and direct costing, investment control, and long-range planning. Included is an introduction to accounting for material, labor and manufacturing expenses as related to specific jobs and for process costing, hybrid costing, developing cost systems that will enhance a company's ability to meet its overall objectives in order to remain competitive, methods of cost allocations, and cost, volume and profit analysis as tools for providing management with information required for making decisions. Methods of allocation of joint costs to products and by-products will be covered as well as coverage of the contribution margin approach to analyze products and the concepts of variable costing and absorption costing for products as used in decision making. This course includes research components. Students who have successfully completed ACCT 3302 (or equivalent course) cannot receive credit for this course. Prerequisite: COBA 5101.

ACCT 5303. Accounting Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of accounting related to the problems of making business and economic decisions. Course content includes both financial and managerial accounting. Learners will be required to prepare accounting reports and other information as well as interpret and discuss the information. Course may not be used as credit toward the Master of Accounting (MAcc) degree program. Prerequisite: COBA 5101, or equivalent, or department head approval.

ACCT 5304. Advanced Financial Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An intensive study of theory and practices related to advanced financial accounting topics pertaining to partnerships, joint ventures, consignments, installment sales, insolvent (bankruptcy) concerns, and business combinations. Significant coverage of consolidated financial statements is provided in this course. The course covers foreign currency translation, hedge accounting and International Accounting Principles. This course includes a research component. Students who have successfully completed ACCT 4303 cannot receive credit for this course. Prerequisite: COBA 5101, Intermediate (Financial) Accounting courses, or Department Head approval.

ACCT 5305. Federal Tax Accounting I. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

General concepts of federal income taxation applicable to individuals and business entities. Students who have successfully completed ACCT 4305 cannot receive credit for this course. Prerequisite: COBA 5101 or equivalent.

ACCT 5306. Federal Income Tax II. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The tax consequences of doing business by using corporations, partnerships, and S corporations from creation, to operating, distribution, and dissolution are discussed. Furthermore, the impact of transactions on corporations and shareholders, the partnership and its partners is emphasized throughout the course. Fiduciary relationships are also discussed. Students who have successfully completed ACCT 4306 cannot receive credit for this course. Prerequisite: ACCT 5305 (Federal Tax Accounting I) or department head approval.

ACCT 5307. Governmental and Not-for-Profit Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A course specialized in financial accounting related to state and local governments, governmental agencies, and not-for-profit organizations. This course is designed to develop students' ability to prepare, use, and interpret both financial accounting information for state and local governments and various types of not-for-profit organizations, both public sector and private sector. Students will examine how the environment for governmental and not-for-profit entities affects appropriate accounting practice and reporting. Emphasis will be placed on how these entities demonstrate accountability and why demonstrating accountability is important. Students will apply fund accounting and budgetary accounting; prepare and analyze financial statements for individual funds and for the state or local government as a whole; and prepare and analyze financial statements for private and public not-for-profit entities. Course includes research component. Prerequisite: COBA 5101 or equivalent or department head approval.

ACCT 5309. International Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Examination of international accounting within the context of managing multinational enterprises (MNEs). The course will address different countries' accounting issues and International Accounting Standards by IFRIS. Prerequisites: COBA 5101 and Intermediate (Financial) Accounting courses or approval by the department head.

ACCT 5310. Information Systems in Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An in-depth study of the application of information systems knowledge to the accounting environment. Emphasis is on developing an understanding the processing of accounting data in a computer environment and the controls necessary to assure accuracy and reliability of the data being processed. Students who have successfully completed ACCT 3310 cannot receive credit for this course. Prerequisite: Mastery of intermediate financial accounting or department head approval.

ACCT 5311. Managing Information Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Studies the management and use of information and technology as a resource to create competitive businesses, manage global operations, provide useful products and quality services to customers, whether public or private. Examines information systems management, intellectual property, privacy, organizational and societal impact, legal issues, ethics, security issues, decision making, strategic information systems, and management and organizational support systems. Prerequisites: BCIS 5301 or approval of department head.

ACCT 5315. Estate and Gift Tax. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course is intended to provide students with a general understanding of the fundamental principles of the United States estate and gift tax system. Students will (i) learn basic principles and concepts of estate planning, (ii) learn the theoretical basis of the U.S. approach to estate and gift taxation and (iii) gain detailed knowledge of estate and gift tax issues. In addition, the course will prepare students to anticipate, recognize, and manage various issues that arise in the transfer tax system. Prerequisite: Undergraduate course/preparation in Managerial Accounting or permission of the instructor.

ACCT 5323. Business & Professional Ethics for Accountants. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Explores ways for an accountant to integrate ethical behavior into professional life. Includes a study of ethical behavior and decision making. Also examines various professional codes of conduct within the accounting profession will be examined with emphasis on accountants' integrity, independence and objectivity, and legal liability. Credit for both ACCT 4323 and ACCT 5323 will not be awarded. Prerequisite: Mastery of intermediate financial accounting or department head approval.

ACCT 5324. Auditing and Professional Responsibility. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of financial auditing standards and procedures. Theory and practice are combined to enable the student to better understand how audits are conducted and to prepare students for the CPA examination. Students who have successfully completed ACCT 4324 cannot receive credit for this course. Credit for both ACCT 4324 and ACCT 5324 will not be permitted by the College of Business Administration (the topics covered in these two courses are equivalent from a Texas State Board of Public Accounting standpoint). Leveling coursework may be required prior to enrollment into this course. Prerequisite: Mastery of intermediate financial accounting or department head approval.

ACCT 5325. Advanced Fraud Examination. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course will cover the current impact of fraud in the workplace, types of fraud schemes, how to prevent fraud in the workplace, how fraud is detected and investigated, and legal aspects of fraud. Each student will research an assigned current fraud topic, prepare a term paper and give an oral presentation of the results. Prerequisite: ACCT 5324 or Department Head approval.

ACCT 5330. Advanced Managerial Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Advanced course in managerial accounting: planning, analysis, and control. Develops the role of accountants as financial managers and members of firms' strategic management teams. Topics include developing cost estimates for managers' decision-making, measuring and reporting performance, capital budgeting, and management control systems in complex organizations. Prerequisite: Cost Accounting (ACCT 5302) or approval of department head.

ACCT 5335. Analysis of Financial Statement Information. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of financial statement analysis and accounting topics related to financial statement presentation and disclosure. Prerequisite: Mastery of intermediate financial accounting or department head approval.

ACCT 5357. Accounting Theory. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A systematic study of generally accepted accounting principles and rules that govern the practical application of accounting methods. Prerequisites: Mastery of intermediate financial accounting or department head approval, ACCT 5302 or equivalent, and ACCT 5323 or equivalent. ACCT 5302 and/or ACCT 5323 may be completed concurrently with this course.

ACCT 5384. Accounting Internship. 3 Credit Hours (Lecture: 0 Hours, Lab: 20 Hours).

Directed real-world learning experience under the supervision of a practicing professional accountant. The internship assignment must be approved by an accounting internship advisor prior to enrollment. The internship must be related to the student's field of study and requires at least 320 hours of supervised work in total, including at least 160 during the semester term. Student maintains a diary of work experience gained and, at semester-end, prepares a written paper reflecting on the work experience. Student also provides to accounting internship advisor the employer's evaluation of performance and maintains records of all the listed documentation. No credit will be given for previous experience or activities. Prerequisite: Must have completed at least 15 graduate credit hours with at least a 3.0 GPA for all attempted course work toward the master's degree.

ACCT 5385. Accounting Seminar. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Selected accounting topics of current importance to business management. May be repeated once for credit when topics vary.

ACCT 5390. Selected Topics in Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An examination of different financial, managerial, governmental, and not-for-profit topics in Accounting. The course may be repeated for credit as the topic changes. Prerequisite: Mastery of intermediate financial accounting or department head approval.

ACCT 6307. Governmental and Not-for-Profit Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A course specialized in financial accounting related to state and local governments, governmental agencies, and not-for-profit organizations. This course is designed to develop students' ability to prepare, use, and interpret both financial accounting information for state and local governments and various types of not-for-profit organizations, both public sector and private sector. Students will examine how the environment for governmental and not-for-profit entities affects appropriate accounting practice and reporting. Emphasis will be placed on how these entities demonstrate accountability and why demonstrating accountability is important. Students will apply fund accounting and budgetary accounting; prepare and analyze financial statements for individual funds and for the state or local government as a whole; and prepare and analyze financial statements for private and public not-for-profit entities. Course includes research component. Prerequisite: COBA 6101 or equivalent or department head approval.

Administration Courses

Business Courses

BUSI 5086. Business Problems. 1-6 Credit Hours (Lecture: 0 Hours, Lab: 1-6 Hours).

This course offers students the opportunity to become acquainted with current research being conducted within the student's area of interest, directed reading of a number of sources selected in concert by the student and professor.

BUSI 5090. Special Topics in Business. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 1-3 Hours).

An examination of current topics in business. Readings required from current business publications and other related periodicals. May be repeated for credit when topics vary.

BUSI 5365. Managerial Statistics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Review of applied descriptive and inferential statistical calculations. Examination of statistics as a decision-making tool under uncertainty; focusing on probability, univariate/inferential and multivariate statistics. Emphasis is on interpretation of statistical information. Student will evaluate and interpret data, and report on current problems in the student's field of study.

BUSI 5380. Strategic Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course deals with the nature of the competitive environment and how organizations formulate and implement competitive strategies given the nature of both external conditions as well as internal organizational capabilities. Strategic Management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, markets, government, and global forces. The course integrates and builds concepts, and theories from disciplines such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics. The course takes a macro view of organizations, examining how policies in each functional area are integrated into an overall competitive strategy. Prerequisites: FINC 5307, MKTG 5308, and MBA student in their final semester.

BUSI 5387. Small Business Consulting. 3 Credit Hours (Lecture: 3 Hours, Lab: 3 Hours).

Students will develop skill in diagnosing and analyzing problems of actual small business clients and will prepare formal written reports and recommendations for client implementation. Prerequisites: 12 hours of graduate work and approval of SBI director.

BUSI 5389. Global Business Practices. 3 Credit Hours (Lecture: 4.5 Hours, Lab: 0 Hours).

A study of basic international business concepts, cultural literacy, and discipline specific content are then applied to practical experiences and activities in the foreign country visited. A study abroad at the student's expense is required. Graduate students will be required to complete an extensive research project in addition to other course requirements. Student may complete a maximum of six hours of COBA sponsored study abroad toward degree completion. Prerequisites: Admission into a COBA graduate program and permission of the instructor.

BUSI 5391. Seminar in Business. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Selected business topics of current importance to business. May be repeated for credit when topics vary.

BUSI 5397. Evidence Based Decision Making. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Theory and practice of Evidence-Based Decision Making are explored. Evidence from scientific literature, organization data, professional expertise and stakeholder interests are considered. Students will demonstrate that business decisions are the result of in depth research, data analysis and not the simple application of common sense.

Business Administration Courses**COBA 5100. Foundations of Management. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).**

Framework of the functions and development of management practice. Emphasis on management roles and approaches, applied ethics, and leadership of others in a dynamic, global environment. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Programs.

COBA 5101. Foundations of Accounting. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

This course presents the foundational principles of accounting to graduate students without a previous foundation. Students will be introduced to the basics of bookkeeping, the accounting cycle, financial statement generation, and basics of interpretation of financial statements. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees.

COBA 5102. Foundations of Finance. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

Introduction to financial concepts with a corporate finance perspective: calculation and interpretation of financial ratios, time value of money (TVM), valuation of corporate bonds. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees. Prerequisite: Recommendation: Foundations of Accounting or equivalent, and Foundations of Economics or equivalent.

COBA 5103. Foundations of Statistics. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

Introduction to statistics and probability including: Methods of sampling, classifying, analyzing, and presenting numerical data; frequency distribution, averages, dispersion, times series analysis, correlation, and forecasting for business purposes May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees.

COBA 5104. Foundations of Economics. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

An integrated survey of both microeconomics and macroeconomics. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees.

COBA 5105. Foundations of Marketing. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

This course introduces the principles and concepts of the design, distribution, pricing, and promotion of goods, services, people, places, and causes offered by profit-seeking and non-profit organizations. It also examines both national and international markets and includes an application of the legal and ethical constraints on the marketing field. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees.

COBA 5301. Foundations of Accounting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The first component of this course presents the foundational principles of accounting to graduate students without a previous foundation. The second component of this course presents the foundational principles of statistics for graduate students without a previous foundation.

COBA 5302. Foundations of Economics and Finance. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A foundational course in economics and finance for those students without sufficient preparation. The first component will present the basics of economics. The second component will present the basics of finance.

COBA 6101. Foundations of Accounting. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

This course presents the foundational principles of accounting to graduate students without a previous foundation. Students will be introduced to the basics of bookkeeping, the accounting cycle, financial statement generation, and basics of interpretation of financial statements. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees.

COBA 6102. Foundations of Finance. 2 Credit Hours (Lecture: 1.5 Hour, Lab: 0 Hours).

Introduction to financial concepts with a corporate finance perspective: calculation and interpretation of financial ratios, time value of money (TVM), valuation of corporate bonds. May be required for admission to Graduate Business Programs. May not be used as credit toward Graduate Business Degrees.

Business Analytics Courses**BANA 5085. Business Analytics Seminar. 1-6 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).**

This course addresses selected topics of current importance in business analytics. May be repeated for credit when topics vary.

BANA 5086. Problems. 1-6 Credit Hours (Lecture: 1-6 Hours, Lab: 0 Hours).

This course offers students the opportunity to study analytics topics and perform research within the student's area of interest as directed by the responsible professor. Prerequisite: Approval of the department head.

BANA 5090. Special Topics in Business Analytics. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 1-3 Hours).

An examination of current topics in business analytics. Readings required from current analytics publications and other related periodicals. May be repeated for credit when topics vary.

BANA 5301. Business Analytical Statistics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course emphasizes statistical data analysis using statistical programming languages, and the reporting of results in a manner consistent with contemporary business practice. This course starts with a review of descriptive statistics, probability theory, and a review of probability under various distribution conditions. It then advances into univariate hypothesis testing and introduces non-parametric data analysis. Statistical programming is introduced and applied across the course. Prerequisite: undergraduate statistics (a minimum of 3 semester credit hours).

BANA 5310. Business Applied Data Mining. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course focuses on using statistical techniques to solve business problems across the enterprise and create competitive advantage from information held in data warehouses. The techniques covered include decision trees, cluster analysis, pattern matching, vector auto-regression, co-integration, and event study methodology. Prerequisite: BANA 5301 or Department Head approval.

BANA 5320. Prescriptive Analytics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Business prescriptive analytics seek the best course of action among many choices. This course focuses on using techniques to solve complex business problems that involve trade-offs between goals and constraints. The course addresses resource allocation problems under uncertainty. Topics covered include optimization, sensitivity analysis, linear integer and nonlinear programming, network models, decision making under uncertainty, inventory and supply chain models, and an introduction to simulation and queuing models. Prerequisite: BANA 5301 or Department Head approval.

BANA 5391. Business Analytics Research. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The goal of the business data analyst is to give the business enterprise a competitive advantage. This capstone course combines database management, data visualization, statistical data exploration, data mining, and predictive modeling to address business problems. The student is required to interpret and understand the business problem and develop an analytical approach to solving the problem. The course introduces the student to Python programming and requires the student to communicate the solution to the problem following contemporary business communication. Prerequisites: ECON 5311, BANA 5310, and BANA 5320.

Business Computer Information Systems Courses**BCIS 5086. Problems. 1-3 Credit Hours (Lecture: 0 Hours, Lab: 1-3 Hours).**

This course offers students the opportunity to study CIS topics and perform research within the student's area of interest as directed by the responsible professor. May be repeated as topics vary for a maximum of 6 semester hours. Prerequisite: Approval of the department head.

BCIS 5090. Selected Topics in BCIS. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 0 Hours).

An examination of various topics in the Computer Information Systems area with focus on current and recent developments. May be repeated as topics vary. Prerequisite: Approval of department head.

BCIS 5304. Telecommunications for Managers. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Examines the management and utilization of data communication technologies including technical components, configurations, applications, protocols, legal issues, software and management issues, Local Area Network (LAN) technologies, and security issues. Prerequisite: BCIS 5311 or Approval of Department Head.

BCIS 5307. Systems Analysis for Managers. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Investigates and compares various analysis approaches for application automation while highlighting management considerations for planning and developing automated systems. Systems life cycle models and case studies are used. Prerequisite: BCIS 5311 or Approval of Department Head.

BCIS 5311. Managing Information Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Studies the management and use of information and technology as a resource to create competitive businesses, manage global operations, provide useful products and quality services to customers, whether public or private. Examines information systems management, intellectual property, privacy, organizational and societal impact, legal issues, ethics, security issues, decision making, strategic information systems, and management and organizational support systems.

BCIS 5316. Applied Database Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Examines the objectives and methodologies of database management. Topics include data models, database design, data dictionaries, fourth generation programming languages, data integrity, security, and privacy. Students use a commercial database. Prerequisite: BCIS 5311 or Approval of Department Head.

BCIS 5317. Special Topics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of various issues, products, and technology current to computer information systems. May be repeated once for credit as topics vary. Prerequisite: Varies with topic.

BCIS 5318. Quantitative Concepts in Computing. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An examination of measurements related to software projects and applying measurement techniques to information technology related problems. Analyses of programs and selected algorithms are performed. A statistical program will be used to analyze data.

BCIS 5319. Decision Support Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Studies the use of decision support systems within organizations to support operational decisions. Explores the various systems used to collect, store, and analyze data, as well as systems to support collaborative decision making. Examines current topics within the field of decision support including: managerial decision models, collaborative decision environments, and knowledge management.

BCIS 5320. Seminar on Computer Based Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Topics will vary according to timeliness and special needs. May be repeated once for credit as topics vary.

BCIS 5349. Topics in Programming. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Develops programming proficiency in a modern programming language. Students complete many programming assignments to achieve necessary knowledge and skills. May be repeated once for credit as topics vary. Prerequisite: Approval of instructor.

BCIS 5351. IT Project Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Studies the genesis of project management and its importance to improving the success of information technology projects. Project management concepts and techniques are emphasized, and students are required to apply these concepts by working on a group project as a project manager or active team member. Prerequisite: BCIS 5311 or Approval of Department Head.

BCIS 5360. Multimedia Application Development. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Theory and application of the multimedia application development process. A review of the principles of user interface, design, graphic design, and interactivity including the appropriate application of these principles to multimedia will be conducted. Students will explore computer-based multimedia development tools and their use in the creation of various types of multimedia applications. The planning, design, production, and evaluation of interactive multimedia projects for delivery through a variety of media will culminate the course of study.

BCIS 5365. Multimedia: Web Development. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Theory and application of the multimedia application development process of the creation of web-based authoring and scripting tools and their use in the creation of various types of web-based projects. The planning, design, projection, and evaluation of interactive web-based projects for delivery through a variety of media will culminate the course of study.

BCIS 5366. Human Computer Interaction. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of the principles of human computer interaction including planning, design, and testing of effective application interfaces. Review of current literature in the field and its application to improving the interaction between people and computers.

BCIS 5368. Topics in Multimedia. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of issues, theory, and application of current technology specific to multimedia development.

BCIS 5379. The Technology of E-Business. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of the technical and business considerations for creating and operating an electronically based business. Students will study the environment from an operational and legal perspective, analyze the technologies available and implement an e-commerce project integrating database, web pages, and script languages.

BCIS 5380. E-Business Application Development. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course examines issues related to supporting a business that uses the Internet and other on-line implementations. The course operates in a team environment simulating a business organization and requires the team develop and implement database and Internet technologies.

BCIS 5381. Strategic Information Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course examines the strategic use of information systems within organizations to leverage their use for competitive advantage. The course explores the job market, develops research and problem-solving skills, and refines presentation skills. Prerequisites: BCIS 5304, BCIS 5307, BCIS 5311, BCIS 5316, BCIS 5351, and BCIS 5392 or Approval of Department Head. NOTE: BCIS 5392 may be taken concurrently.

BCIS 5388. Thesis. 1-6 Credit Hours (Lecture: 1-6 Hours, Lab: 0 Hours).

Scheduled when the student is ready to begin the thesis. No credit until the thesis is accepted. Prerequisite: BCIS 5351, consent of major advisor or approval of department head.

BCIS 5392. Business Intelligence Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Develops research skills related to the reactive and proactive use of data to analyze business decisions. Business environmental and internal data sets will be designed using data warehousing techniques. Students will use datamining, text mining, OLAP, or analytics used to improve decision making. Prerequisites: BCIS 5311 and BCIS 5316 or Approval of Department Head.

BCIS 5395. Research Project with Laboratory. 3 Credit Hours (Lecture: 1 Hour, Lab: 5 Hours).

Independent study course in specific areas of Information Systems. May be repeated for credit once when topics change. Prerequisites: Approval of department head. Lab fee \$15.

BCIS 5398. Research Methods in Information Systems. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course examines timely topics related to computer-based systems. The course develops research skills, problem-solving skills, applies the scientific method, refines presentation skills, and promotes team involvement. The course operates in a distributed team environment using the Internet as its communication vehicle. Prerequisites: BCIS 5304, BCIS 5307, BCIS 5311, BCIS 5316, BCIS 5351, and BCIS 5392 or Approval of Department Head. Students can be concurrently enrolled in BCIS 5392 while taking BCIS 5398.

BCIS 5399. Internship. 3 Credit Hours (Lecture: 1 Hour, Lab: 8 Hours).

Supervised work experience in an information technology-related position with a public or private organization. May be repeated for a total of 6 hours credit. Prerequisite: 6 semester hours of prefix BCIS courses or equivalent and approval of internship coordinator or department head. Field experiences fee \$50.

Business Law Courses

BLAW 5303. Healthcare Law. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Introduction to the federal and Texas legal system with an overview of the statutory and regulatory process as well as significant laws and regulations as applicable to the provision of and business of health care in this country.

BLAW 5384. International Business Law. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of international commercial business and the legal environment within which it operates. The study of traditional international concepts of treaties, sovereignty, public and private laws, customs laws, licensing, franchising, environmental and employment law. Special emphasis on contracts for international sale of goods (CISG)< GATT and WTO Treaties, NAFTA, regional trade areas. In addition, a research based project will be required. Graduate standing required. Credit for both BLAW 4384 and BLAW 5384 will not be awarded.

Economics Courses

ECON 5086. Problems. 1-3 Credit Hours (Lecture: 0 Hours, Lab: 2-6 Hours).

This course offers students the opportunity to become acquainted with current research being conducted within the student's area of interest; directed reading of a number of sources selected in concert by the student's professor. Prerequisite: Approval of department head.

ECON 5308. Managerial Economics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Applies economic theory and methodology to business and administrative decision-making. The tools of economic analysis are demonstrated and their use in formulating business policies is explained. Topics include concepts of profits, production and cost functions, demand theory, competitive pricing policies, and business criteria for investment output and marketing decisions. Prerequisite: Approval of MBA Director.

ECON 5311. Econometrics and Forecasting. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Econometrics is the science of using statistics to estimate economic relationships, test theories, and evaluate the impacts of government and business policies. Econometrics is also used to forecast or predict how economic variables, stock prices, and other time-varying economic indicators behave. It is used not only in economics, but in fields as diverse as finance, marketing, political science, sociology, biology, and even comparative literature. This course is data-driven as students apply what they have learned in other courses to specific, testable research questions. Credit will not be granted for both ECON 4311 and Econ 5311. Prerequisites: COBA 5103 and COBA 5104, or MATH 5305, or AGECE 5317, or equivalent undergraduate preparation.

ECON 5320. Health Care Economics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course is intended to provide important background information surrounding the health care reform debate and address a spectrum of economic and policy issues impacting the health care industry. A basic overview of the health care industry emphasizing the economic issues affecting medical care delivery and finance is provided. The demand side and the supply side of the health care market are studied with the ultimate focus on the use of the technical tools of economics to address public policy issues. Emphasis is placed on the changing nature of health care and its implications for medical and health industry. The course is accessible for non-economics majors. Credit will not be given for both ECON 4320 and 5320. Prerequisites: None - Some background in accounting, economics and finance is helpful.

ECON 5359. Economic Applications and Issues. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Seminar examination of the application of economic theory in the firm (micro) and in the overall economy (macro); in-depth research and analysis of current economic issues through critical examination of the professional literature and the current environment of business government. Prerequisite: ECON 4365 Intermediate Economics or Micro and Macroeconomics.

ECON 5364. Seminar On Global Commerce. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Focuses on global competitive challenges facing business management teams. Students will evaluate how companies have strategically entered and developed international markets and managed global diversification. Students will learn to analyze international market potential, assess business risks and become familiar with institutions and national policies directing international trade. Prerequisite: ECON 4365 Intermediate Economics or Micro and Macroeconomics.

Finance Courses

FINC 5086. Problems. 1-3 Credit Hours (Lecture: 0 Hours, Lab: 1-3 Hours).

This course offers students the opportunity to become acquainted with current research being conducted within the student's area of interest; directed reading of a number of sources selected in concert by the student's professor. Prerequisite: Approval of department head.

FINC 5301. International Finance and Business Strategy. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The course examines the major international issues pertaining to finance, including choosing and implementing an appropriate corporate strategy, the determination of exchange rates, international risk management, transfer pricing, and evaluating and financing international investment opportunities. There will be readings and case analysis and students will be required to report on research findings. Credit for both FINC 5301 and BUSI 5301 will not be awarded.

FINC 5305. Case Studies in Corporate Finance. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A course designed to use case studies and financial analysis to further the graduate student's knowledge and ability to make financial management decisions. Selected cases will be assigned for outside the classroom analysis, and preparation of proposed solutions. The classroom will be used to discuss the cases, the student's proposal for solutions, and desired courses of action. The cases will be such that students will be required to use prior knowledge, current research, and a good deal of analytical ability in preparing their proposals. Prerequisite: Graduate standing.

FINC 5306. Financial Markets and Institutions. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course is intended to give the student a broad coverage of the operation, mechanics, and structure of the financial system within the United States, emphasizing its institutions, markets, and instruments. Monetary policy of the Federal Reserve and its impact upon financial institutions are treated.

FINC 5307. Financial Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Course focuses on financial decision making in the modern corporation. Basic issues include capital budgeting, capital structure, corporate sources of funding, dividend policy, financial risk management, standard theories of risk and return, and valuation of assets. Prerequisite: COBA 5102, or equivalent, or department head approval.

FINC 5320. Health Care Finance. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Health Care Finance offers an introduction to decision making in health care settings using accounting and finance theories, principles, concepts and techniques most important to managers. Credit for both FINC 5320 and ACCT 5320 will not be awarded.

FINC 5329. Sports Finance. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course examines the financial tools that sports managers use to run their sport businesses. As such, it explores traditional and innovative methods of revenue acquisition and financial management in sports organizations, the financial business structure of sports organizations, and the financial planning and forecasting processes that make organizations effective. Various other aspects of finance are discussed as they relate to sports organizations, including the time value of money, capital structuring, stocks and bonds, inventory management, and taxation.

FINC 5335. Analysis of Financial Statements. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of financial statement analysis and accounting topics related to financial statement presentation and disclosure. Prerequisites: A background in both accounting and finance (at least leveling courses in both accounting and finance).

FINC 5385. Seminar on Consumer and Business Finance. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course will cover selected consumer and business finance topics. Examples include debt management, initial public offering of a new business, Internet based finance and regulatory aspects, and management of compensation. Students will be expected to research assigned topics and submit reports.

FINC 5390. Selected Topics in Finance. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An examination of different topics in finance from areas such as investments, corporate financial management, and financial markets and institutions. This course may be repeated for credit as the topic changes. Prerequisites: Graduate standing and FINC 3301 or FINC 5307 or approval of instructor.

FINC 6307. Financial Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Course focuses on financial decision making in the modern corporation. Basic issues include capital budgeting, capital structure, corporate sources of funding, dividend policy, financial risk management, standard theories of risk and return, and valuation of assets. Prerequisite: COBA 6102 or equivalent or department head approval.

Human Resource Management Courses

HRMT 5086. Problems. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 0 Hours).

This course offers students the opportunity to study human resource management topics and perform research within the student's area of interest as directed by the responsible professor. Prerequisite: approval of the department head.

HRMT 5090. Select Topics in Human Resource Management. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 0 Hours).

An examination of current topics in human resource management. Readings required from current HRM publications and other related periodicals. May be repeated for credit when topics vary.

HRMT 5301. Law & Regulation in Human Resources. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Examines legal issues and regulatory processes related to employment relationships, equal employment opportunity and affirmative action, privacy, employment testing and staffing, copyrights and patents, compensation and benefits, employee/labor relations, and occupational health and safety.

HRMT 5302. Human Resource Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Presents the fundamental principles and techniques of global personnel management and examines the management of human resources from the point of view of the personnel officer, the operational manager and the employee. Examines the responsibilities of organizational leadership for incorporating human resource issues in strategic planning and initiatives. Emphasis is placed on current legal considerations, issues and research.

HRMT 5303. Training & Development. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Focuses on elements of employee training and development within organizations and the management of the human resource development process. Examines management issues, identifying and responding to training needs, cost/benefit analysis, four-phase training evaluation, and the selection and development of training staff. Overall Course Objective As a result of this course, students will be able to successfully plan, design, and develop a business training program that effectively addresses a business problem.

HRMT 5314. Workforce Planning & Talent Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Focuses on the legal, ethical and organizational considerations related to recruitment, assessment, selection, placement and appraisal of employees and managers within various types of organizations including aspects of the role of the EEOC, INS, DOL and other enforcement agencies in this critical human resource function. Career development and record-keeping will also be addressed as will utilization of human resources within organizations including the use of pre and post-employment tests and other techniques in human resource management. Prerequisite: Admission to the COBA Graduate Program.

HRMT 5316. Compensation Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Analyzes the theories, concepts, operational practices and research related to managing comprehensive compensation programs. Various types of compensation plans, including job evaluation levels and wage structures are investigated. Emphasis is placed on the development of sound compensation programs which consider current trends, legal implications and social requirements. Quantitative applications are required to analyze various case studies and problems.

HRMT 5324. Employee & Labor Relations. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Exploration of the labor union movement and the process of collective bargaining, the formation of a union, labor agreement negotiation, labor agreement administration, grievance processes, and arbitration and mediation. Labor law and legal issues in labor relations are explored extensively to include the National Labor Relations Act and the functions of the NLRB. Negotiation skills are developed via mock labor contract negotiations. Prerequisite: Admission to the COBA Graduate Program.

HRMT 5340. Effective Employee Relations. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course presents legal and practical methods for handling employee relations issues. Special emphasis is given to handling employee complaints, resolving employee conflicts, assessing and conducting internal investigations, discipline and sanctions, coaching managers with employee issues, performance management, voluntary separation and job terminations that are on-the-job behavior-related. This course integrates the many aspects between human resource management, organizational development, and human relations.

HRMT 5343. Conflict Resolution Practices. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course provides students the opportunity to develop skills at managing conflict using various formal and informal conflict resolution processes including negotiation, mediation, arbitration, facilitation, shuttle facilitation, and restorative conferences. Role plays, discussions, and case studies in a variety of contexts will provide students the opportunity to practice skills necessary to effectively approach and resolve conflict in the workplace. Prerequisite: HRMT 5340.

HRMT 5345. Diversity & Inclusion in the Workplace. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course provides an overview of creating, managing, and maintaining a diverse and inclusive workforce. Students will examine workplace diversity and how their own experiences shape their ability to effectively lead across generational, racial, ethnic, and gender differences. Students will explore challenges organizations encounter regarding diversity and strategies to manage and lead a diverse workforce.

HRMT 5355. Internship in Human Resource Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Provides work experience in the human resource field under the supervision of a faculty-approved management sponsor. Emphasis is placed on the application of human resource management skills to real world, practical problems and situations. A minimum of 20 work hours per week is expected, with a total of 200-300 on-the-job hours required during the semester. Prerequisite: Completion of 12 graduate semester hours in Human Resource Management, preregistration coordination and approval of the course instructor. Field experiences fee \$50.

HRMT 5380. Strategic Human Resources. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Coverage of the special Human Resource issues related to strategy formulation, competitive advantage, and the linkage between HR strategy and the mission, vision, and goals of corporations that lead to organizational effectiveness. An integrated view of the HR disciplines addressed in the MS HRM core curriculum and the interplay among the various disciplines. Course should be taken in the last semester of the student's program. This is the capstone course for the MS HRM degree program. Prerequisite: MS HRM student in last semester or instructor approval required.

HRMT 5388. Thesis. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Scheduled when the student is ready to begin the thesis. No credit until the thesis is completed. Prerequisite: Approved research methodology course and approval of instructor of record.

HRMT 5389. Global Human Resource Management Practices. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of basic international business concepts, cultural literacy, and discipline specific content are applied to practical experiences and activities in the foreign country visited. Graduate students will be required to complete an extensive research project in addition to other course requirements. A study abroad at the student's expense is required. Prerequisites: Admission into a COB graduate program and permission of the instructor.

HRMT 5391. Human Resource Seminar. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Selected topics of current importance to human resource management. May be repeated for credit when topics vary.

Logistics and Supply Chain Management Courses

LSCM 5086. Problems. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 0 Hours).

This course offers students the opportunity to study logistics or supply chain management topics and perform research within the student's area of interest as directed by the responsible professor. Prerequisite: Approval of the Department Head.

LSCM 5088. Thesis. 1-6 Credit Hours (Lecture: 0 Hours, Lab: 0 Hours).

Scheduled when the student is ready to begin the thesis. No credit until the thesis is completed. Prerequisites: Approved research methodology course and approval of instructor of record.

LSCM 5301. Logistics and Supply Chain Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Overview of the logistics and supply chain industry. All functional areas of supply chain management are explored in an integrated view of procurement, manufacturing and operations management, transportation and logistics, inventory and warehousing, demand planning, scheduling, network design, collaboration, and performance measurement.

LSCM 5311. Transportation Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Principles of transportation covers the role of transportation systems within the supply chain; environmental and economic impacts; modal components; managerial and economic aspects of the various modes, and applications to domestic and international operations.

LSCM 5313. Logistics Operations. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course examines logistics and transportation services, including customer service, order fulfillment, distribution operations, purchasing, transportation services, third-party logistics providers, and network design.

LSCM 5321. Supply Chain Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Develop an understanding of key drivers of supply chain management and their inter-relationships with the firm's strategy, value-chain, performance, and other functional areas. Focus on developing analytic, problem-solving, and cost/benefit trade-off managerial skills. This course presents a comprehensive supply chain management framework that emphasizes contemporary topics such as co-opetition, automation/technology, uncertainty, risk management, quality, and sustainability. The role of logistics and procurement within the overall supply chain management framework is also introduced and discussed.

LSCM 5322. Global Supply Chain Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Global Supply Chain Management involves the flows of materials and information among all of the firms in different locations that contribute value to a product, from the source of raw materials to end customers. The course will integrate issues from logistics, marketing (channels of distribution), and operations management to develop a broad understanding of a global supply chain by considering factors including geographic distribution of resources and demand, exchange rate risk, availability and reliability of suppliers in different regions, and consumer characteristics in different markets. A strategic perspective will focus on relatively long-term decisions involving the configuration of processes, product designs, investment in productive resources, and development of partnerships with suppliers and channels of distribution. The course is designed to refine the intuition developed from models to develop managerial insights.

LSCM 5323. Strategic Sourcing. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Fundamentals of strategic sourcing and supply chain management. Integration and coordination of product innovation, sourcing, manufacturing, distribution, and logistics for global competitiveness.

LSCM 5330. Supply Chain Analytics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Focuses on the application of quantitative techniques. Problems addressed include demand forecasting, inventory control, and network design analysis, and simulation. Additionally, analytical topics related to enhancing the SCM strategy, design, execution, and people are covered. Prerequisite: BANA 5301 or approval of the department head.

LSCM 5380. Logistics and Supply Chain Management Strategy. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Analysis and solution of supply chain management cases and simulations. Develop an understanding of key drivers of logistics performance and their inter-relationships with strategy and other functional areas. Situations involving purchasing, manufacturing, logistics, and transportation as an integrated supply chain are explored. Focus on developing analytic, problem-solving, and cost trade-off management skills. Explore the eight basic best practices teamwork, communication, and job skills.

LSCM 5382. Internship in Logistics and Supply Chain Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Provides work experience in the logistics/supply chain management field under the supervision of a faculty-approved management sponsor. Emphasis is placed on the application of logistics/supply chain management skills to real world, practical problems and situations. A minimum of 20 work hours per week is expected, with a total of 200-300 on-the-job hours required during the semester. Prerequisites: Completion of 12 graduate semester hours in Logistics and Supply Chain Management; preregistration coordination and approval of the course instructor.

LSCM 5385. Logistic & Supply Chain Management Seminar. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course addresses selected topics of current importance in logistics and supply chain management. May be repeated for credit when topics vary.

LSCM 5390. Special Topics in Logistics and Supply Chain Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An examination of current topics in logistics and supply chain management. Readings required from current logistics or supply chain management publications and other related periodicals. May be repeated for credit when topics vary.

LSCM 5398. Risk Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The supply chain is a complex sequence of processes, tools, and people involved in producing and distributing products and services. It is inherently susceptible to risk and its associated impacts. This course addresses the supply chain risk management principles and provides learners a strategic framework for risk identification, assessment, monitoring, and control, to benefit the overall firm's performance. The students will learn to examine the nature of supply chain risk, analyze the risk, and mitigate or manage the risk and its associated impact on the firm. In doing so, students will apply research and a range of appropriate risk management tools and techniques to the supply chain. Students will acquire a solid understanding of the supply chain risk management framework. Students will master risk management principles, techniques, models, and tools used to identify, estimate, evaluate, communicate, monitor, and control risks in the supply chain. Students will work in teams to research and address supply chain risks for a real firm or reflect on specific case studies.

Management Courses

MGMT 5086. Problems. 1-6 Credit Hours (Lecture: 1-6 Hours, Lab: 0 Hours).

This course offers students the opportunity to study management topics and perform research within the student's area of interest as directed by the responsible professor. Prerequisite: Approval of the department head.

MGMT 5090. Special Topics in Management. 1-3 Credit Hours (Lecture: 1-3 Hours, Lab: 1-3 Hours).

An examination of current topics in management. Readings required from current management publications and other related periodicals. May be repeated for credit when topics vary.

MGMT 5301. Organizational Behavior. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Behavioral theory in organizational context. A study of individual and group dynamics in the business environments. Specific emphasis is given to leadership, motivation, communication, employee supervision, and morale in all organizational settings.

MGMT 5303. Managerial Communication. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course is an overview of foundations for professional success in business and professional communication. The course will focus on applying communication and management theories to practices in business organizations, implementing optimal business and professional communication strategies, and focus on effective oral and written communication skills for business leaders.

MGMT 5307. Responsibilities and Ethics of Leadership. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An examination of an organization's social and environmental responsibilities to its employees, customers, and the general public. Practical emphasis is given to the case study method for evaluating the performance of various organizations. Establishes a theoretical framework for understanding ethics, principles and values of leadership as they affect the organization, the organizational environment and society.

MGMT 5310. Leadership Development. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Leadership is explored through the process of developing oneself as a leader while developing followers. Emphasis is placed upon learning the skills necessary to lead through the ethical use of influence in order to achieve organizational strategic goals.

MGMT 5311. Managing Operations and Services. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

A study of concepts, models and methods used to effectively manage the manufacturing and/or service operations of for-profit and not-for-profit organizations. Emphasis will be placed on the design and use of cross-functional operations planning, control, and support systems. Topics of contemporary relevance will be examined to include supply chain management, enterprise resource planning, time-based competition, and quality improvement.

MGMT 5312. Project Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Project Management is a growing field in many disciplines from manufacturing to marketing and from technology to training. Students will plan, document, and execute a simulated or real project while learning the principles and practices of project management.

MGMT 5313. Small Business Leadership. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Provide students with an overview of entrepreneurial best practices for leading through influence while incorporating self-reflection, strategic management, and high-performance team leadership validated practices for successful ventures. Explore the implications for comprehensive leadership abilities in the small business context and integrate fundamental insights from the entrepreneurship, leadership, and strategic management disciplines. Identify strategies and techniques for effectively leading small and medium-sized enterprise start-ups, and existing firms.

MGMT 5314. Family Business Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Family business management explores firm interworking's within the small business context. The challenges of leading family firms are more complex than other small businesses due to family relationships, profit generation pressures, and self-preservation of elder family members to retain positions of power and influence. The course explores three management disciplines germane for understanding family firm complexities: (a) Founder-CEOs challenges, (b) firm culture, and (c) estate planning. During the course we will also examine family firm culture focusing on the individual, group, and organizational level influenced by entrepreneurial mindset governance structures. Estate planning processes influencing family firm vision, power, personality-driven governance structures, and succession planning.

MGMT 5315. Entrepreneurship Strategy. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The entrepreneurship strategy course provides conceptual instruction for the conceptualizing, designing, organizing, and managing new entrepreneurial ventures. The course explores earlier stages of the entrepreneurial venture and scalability through mature life cycles in the following order: (a) discovery phase, (b) market research, (c) product/service, (d) venture scaling, (e) sale/ownership and (f) entrepreneurship theories, and (g) frameworks.

MGMT 5325. Trends and Issues in Entrepreneurship. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An examination of trends, topics, and opportunities in the entrepreneurial/small business arena. The course will explore the ever-changing environment of the 21st century entrepreneur with a focus on emerging trends, current research, popular press publications and articles, and other present day resources. Identification of potential impact, implications, and/or opportunities for the current or prospective entrepreneur will be a focus.

MGMT 5354. International Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Coverage of the management issues corporations face when doing business internationally. Topics include the impact of culture, role of international relations, ethical decision-making, international strategic management, organizational behavior and human resource management.

MGMT 5368. Organizational Development & Leading Change. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Apply behavioral science research, theories, and practices and analyze strategies for organizational change and development. This includes the study of change models, interventions, communication strategies, and motivation and behaviors, with a focus on leading change initiatives. Discovery of frameworks helpful in guiding and leading the change process are highlighted.

MGMT 5378. Strategic Business Planning & Policy. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

The course provides students with an opportunity to integrate various topics related to strategic execution. The perspective of the organization as a total system, which encompasses internal, specialized sub-systems, interacting with an external, dynamic environment serves as the foundation of study. The emphasis will be on the development, implementation, and analysis of organization strategies and policies that impact a firm's survival and success in a progressively competitive global marketplace. Models for strategic formulation, implementation, and control are analyzed for the facilitation of an integrated understanding of the courses that comprise the MSM curriculum. Readings and lectures illustrate strategic management theories and frameworks while case discussions, experiential exercises, and team projects provide opportunities for application.

MGMT 5388. Thesis. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Scheduled when the student is ready to begin the thesis. No credit until the thesis is completed. Prerequisite: Approved research methodology course and approval of instructor of record.

MGMT 5389. Global Management Practices. 3 Credit Hours (Lecture: 4.5 Hours, Lab: 0 Hours).

A study of basic international business concepts, cultural literacy, and discipline specific content are then applied to practical experiences and activities in the foreign country visited. A study abroad at the student's expense is required. Student may complete a maximum of six hours of COBA sponsored study abroad toward degree completion. Prerequisites: Admission into a COBA graduate program and permission of the instructor.

MGMT 5391. Management Seminar. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Selected topics of current importance to management. May be repeated for credit when topics vary.

MGMT 5395. Internship. 3 Credit Hours (Lecture: 1 Hour, Lab: 8 Hours).

Prepared and supervised work experience in a management-related position with a public or private business organization. May be repeated for a total of 6 hours credit. Prerequisite: Approval of MBA Director. Field experiences fee \$50.

Marketing Courses

MKTG 5086. Problems. 1-3 Credit Hours (Lecture: 0 Hours, Lab: 1-3 Hours).

This course offers students the opportunity to become acquainted with current research being conducted within the student's area of interest; directed reading of a number of sources selected in concert with the student's professor. Prerequisite: Approval of department head.

MKTG 5302. Services Marketing. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

An understanding of the unique characteristics of services industry, the marketing challenges created by these characteristics, the marketing tools to deal with these challenges, and the strategic issues of utilizing these marketing tools. Prerequisite: COBA 5105 or department head approval.

MKTG 5303. NonProfit & Public Sector Marketing. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course will examine the role and application of marketing in public and nonprofit settings. The course focuses on a conceptual understanding of the marketing discipline and marketing processes and shows how basic concepts and principles of marketing are applicable to public and nonprofit organizations.

MKTG 5308. Marketing Strategy. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Study of the planning and coordination of marketing functions specifically related to product, pricing, promotion, and distribution strategies. Includes case analysis and presentation of results.

MKTG 5312. Sales Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course provides an understanding of how selling is critical to the success of marketing and business. Course topics include, selling principles & techniques, understanding of the ethical perspective of selling, tasks and roles of the sales manager, the management of sales professionals within an organization, developing effective ways of communications, improving sales knowledge, customers, products, and technology, determining the prospect, planning and executing the sales calls, determining the most effective ways of presentations, handling sales objectives, closing and follow up activities. The emphasis will be on building long-lasting relationships with customers through the systematic analysis and solution of customers' problems. Prerequisite: N/A.

MKTG 5315. Marketing Research. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Provide a fundamental understanding of marketing research methods. Familiarizes students with the accurate, objective, and systematic gathering, recording, and analyzing of data about problems relating to marketing goods and services. Emphasis will be on the interpretation and use of results rather than on the mathematical derivations. The course focuses on helping students recognize the role of systematic information gathering and analysis in making marketing decisions, and develop an appreciation for the potential contributions and limitations of marketing research data. Prerequisite: COBA 5103, COBA 5105 (COB Leveling) or department head approval.

MKTG 5316. Advanced Consumer Behavior. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course will blend theories and applications of consumer behavior in marketing. Students are expected to adopt an integrative theoretical approach by incorporating psychological, social, cultural, and ethnic factors in the process of analyzing consumer-related marketing cases and offer viable solutions. This course will offer insights into how consumers decide, evaluate, and repurchase, how they direct their attention and form perceptions, and how they learn and change in a myriad of consumption contexts. The course will also create opportunities for students to analyze marketing cases via lens of consumer-centric theoretical frameworks. The course will guide students to integrate these frameworks in the process of investigating consumer issues and generating well-supported interventions to these issues. Prerequisite: COBA 5105 or department head approval.

MKTG 5320. Digital Marketing and Analytics. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course provides unique and hands-on projects from interactive platforms. Students utilize the concepts of digital marketing and applies them into applicable projects. This course creates opportunities for students to identify the function of analytics by creating, promoting, and positioning an online presence in order for them to operate in digital, marketing, or eCommerce organizations. This course assists students to understand the Digital Marketing terminology, social media marketing, paid search, search engine optimization applying to market segmentation, promotions, and specifically targeting that is frequently utilized in Digital Marketing.

MKTG 5323. Sports Marketing. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course introduces an overview of various aspects of sports marketing and the application of basic principles of sports marketing. It examines the world of sports as a business and will focus on attracting the ultimate customer...sports fans...in an increasingly competitive, fragmented and global service. Students will gain a deeper understanding of sports marketing through examination of the sport marketing mix of product, price, place, and promotion. Students will study current opportunities and threats facing sports and entertainment properties and trends that may impact the future of sports and its various audiences.

MKTG 5330. Brand Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course takes a consumer-centric approach to explore such questions with the goal of identifying the ingredients for building and managing inspired brands, where brand is defined as "a reputation" – departing from traditional perspectives of brand. Branding is both an art and a science, thus few branding situations have a definitive, unqualified answer as to the "right" strategy or "best" marketing approach. In this course, students are provided with insights into how profitable brand strategies can be created and the implications for brand management professionals. The class blends marketing theory and practice to provide perspective on corporate marketing and the brand management function.

MKTG 5340. New Product Management. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Product innovation is one of the most important components in the market orientation. Most of the product/service ideas fail during, before, and after the prototype/process development stage. Although innovativeness is one of the marketing concept elements, it may be hard to reach due to the challenges in the new product procedures. This course focuses on the process whereby innovators solve consumer problems by creating new products or services. Course topics include strategic elements of product development, the new product process, opportunity identification for new products, new product idea development, concept evaluation, and testing, product protocol, designing, development, and evaluation of the final product, product launching.

MKTG 5350. Advertising Strategy. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

This course is designed to introduce the promotional strategy portion of the marketing mix. The emphasis will be on the role of advertising in the integrated marketing communications (IMC) of an organization. Attention will be given to various IMC tools used in contemporary advertising campaigns. Examination of the process by which advertising strategies are planned, developed and executed as well as the various factors and considerations that influence this process will be a focus, as well as an understanding of advertising from the broader IMC perspective. Prerequisite: COBA 5105 or department head approval.

MKTG 5354. International Marketing. 3 Credit Hours (Lecture: 4.5 Hours, Lab: 0 Hours).

A global approach to the study of comparative marketing systems, including economic, social, technological, governmental, and political environments as they affect international marketing operations. Graduate students will be required to complete an extensive research project in addition to other course requirements.

MKTG 5389. Global Marketing Practices. 3 Credit Hours (Lecture: 4.5 Hours, Lab: 0 Hours).

A study of basic international business concepts, cultural literacy, and discipline specific content are then applied to practical experiences and activities in the foreign country visited. A study abroad at the student's expense is required. Graduate students will be required to complete an extensive research project in addition to other course requirements. Student may complete a maximum of six hours of COBA sponsored study abroad toward degree completion. Prerequisites: Admission into a COBA graduate program and permission of the instructor.

MKTG 5391. Marketing Seminar. 3 Credit Hours (Lecture: 3 Hours, Lab: 0 Hours).

Selected topics of current importance to marketing. May be repeated for credit when topics vary.

Real Estate Courses