

Management

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The Department of Management offers four graduate programs, the Master of Business Administration (MBA (p. 1)), Master of Science in Human Resource Management (MS-HRM (p. 2)), Master of Science in Management (MS-M (p. 3)), and the Master of Science in Logistics and Supply Chain Management (MS-LSCM (p. 6)).

Master of Business Administration

The MBA program at Tarleton is a broad, business-based professional degree with relevant coursework directly applicable to current concepts and practices of key business areas. You'll explore topics in accounting, finance, information systems, marketing, business strategy, and more. Unlike career-specific advanced degrees like a teaching credential or a medical degree, the knowledge and skills you gain while earning your MBA can transfer easily across industries. An MBA opens the door to a wide array of careers in business management and positions you for success both now and well into the future.

The MBA is a 30-hour program that seeks to develop learners' leadership, decision-making, and critical-thinking abilities in the functional areas of business, such as Management, Marketing, Finance, Accounting, Information Systems, and Business Strategy. Two versions of the program are available. The traditional MBA can be completed in 1.5 years and utilizes mostly 16-week long-semester courses. It is more amenable for those with a busy schedule and is frequently completed on a part-time learner basis. Alternately, the fast-track MBA requires the same course work and objectives; however, the completion time is reduced to one year by using a mixture of 4, 8, and 16-week courses. The fast track program is designed for those with open and flexible schedules. While the fast-track program courses might be compressed to as little as 4 weeks, the content and rigor equal its 16-week equivalent. With the classes being the same, entrants in the fast-track program always have the option to revert to the traditional program, and entrants in the traditional program can enroll in 4 or 8-week courses pending availability.

- Traditional MBA (<https://www.tarleton.edu/degrees/business-masters-mba/>)
- Fast-Track MBA (<https://www.tarleton.edu/degrees/mba-accelerated/>)

Mission:

The mission of the Master of Business Administration degree program is to provide a relevant, high-quality, broad-based education that develops learners' critical thinking and decision-making skills, thereby preparing them for successful business careers and enhancing life-long learning.

Location(s)/Modality Offered:

The MBA program is offered primarily as an online degree, and all required courses, including leveling courses, are available online all semesters. Additionally, select courses are offered on the Fort Worth campus. International learners and others requiring in-classroom instruction are encouraged to complete these Fort Worth classes. The in-person courses in Fort Worth are offered as follows:

Fall semester:

- BUSI 5397
- BUSI 5365
- ACCT 5303
- MKTG 5308

Spring semester:

- FINC 5307
- BCIS 5311

Requirements:

To pursue this degree, learners within 12 hours of obtaining their undergraduate degree with a 3.0 GPA or higher on their last 60 hours of coursework can request Provisional enrollment. Learners must work with the COB Graduate Program Manager (cob.graduate@tarleton.edu), completing the Graduate Student Provisional Form, enabling them to register for graduate classes early. Learners will need reliable Internet access, basic computer skills, ample time to dedicate to completing the required course content, and the desire to complete an advanced degree that can provide opportunities for career advancement.

After an MBA applicant is admitted to the College of Graduate Studies, his/her transcript, application, essay, and test scores (if applicable) will be evaluated by the COB MBA Program Manager. The manager evaluates the learner's educational background to determine what leveling requirements or program prerequisites may be needed. A learner whose undergraduate degree is not in business may be required to take up to nine hours of graduate leveling courses in preparation for successful graduate study in business. Leveling requirements will be determined case-by-case and may be satisfied by taking graduate leveling courses (courses under the COBA prefix) or other appropriate means. **More about Leveling (p. 2).**

Before completing 12 hours of graduate credit in the MBA program, the learner should contact the COB Graduate Manager and request that an official degree plan be prepared. The learner may petition for changes in this degree plan later, but the COB Graduate Manager and the Dean of the College of Graduate Studies must approve these changes.

For more information about the degree, see the student guidebook

- MBA Student Guidebook (https://tarleton.sharepoint.com/:w/s/COBA-CollegeofBusinessAdministration/EXjLgcW1GPplhwHNfR_PJ8lByx1F_Y58cFopySjiHIF-kg/?e=ROfLrp)

Master of Business Administration

Required Courses

Required courses: ²

ACCT 5303	Accounting Management	3
BUSI 5397	Evidence Based Decision Making	3
FINC 5307	Financial Management	3

2 Management

MGMT 5301	Organizational Behavior	3
MKTG 5308	Marketing Strategy	3
ECON 5308	Managerial Economics	3
BCIS 5311	Managing Information Systems	3
BUSI 5380	Strategic Management	3
ACCT/BANA/BCIS/BLAW/BUSI/ECON/FINC/HRMT/LSCM/MGMT/MKTG Electives		6
Total Hours		30

¹ Leveling courses (COBA 5100, COBA 5101, COBA 5102, COBA 5103, COBA 5104, COBA 5105, COBA 5301, and COBA 5302) whether required or not, will NOT count towards the 30-hour degree requirement.

² The MBA degree program requires completion of a minimum of 30 (up to 39 with leveling) hours of graduate-level course work and a minimum 3.0 GPA with no grade below a C.

Leveling Requirement:

A learner whose undergraduate degree that is not in business may be required to take graduate leveling courses. Below is the list of Tarleton COB leveling requirements. To avoid leveling, it is recommended that learners interested in the MBA take the following courses (or their equivalents) as part of their undergraduate program. For those who have already completed an undergraduate degree, the COBA 5xxx courses are available to satisfy these requirements.

All required leveling courses must be completed within the first 12 hours of course work and before any other courses in that discipline for which leveling is required, e.g., before ACCT 5303, the accounting leveling requirement must be complete. Leveling courses are preparatory and are not counted toward the 30 hours required for the degree

- Any Business MGMT Course
- Any Business MKTG Course
- ACCT 3300: Accounting Concepts
- BUSI 2311: Business Statistics
- FINC 3301: Principles of Finance
- ECON 2302: Microeconomics

Comprehensive Examination:

MBA program learners must pass a comprehensive examination before receiving their degrees. Learners will be required to demonstrate knowledge and understanding in all areas of Business Administration. Learners must have completed their core courses with a GPA of at least 3.0 to be eligible for the comprehensive exam.

Thesis option

The MBA is a wide-spectrum program and does not offer a thesis option. Those interested in a thesis option might consider one of the COB discipline-focused MS programs.

Questions?

Send your questions to the COB Graduate Program Manager at cob.graduate@tarleton.edu

Return to the Top of Page (p. 1)

Master of Science in Human Resource Management

People are the most important part of any business. Businesses that are leaders in their industry strive to put human resources as their top priority in developing strategy, marketing, or operational excellence. It takes talent, dedication, and an educated human resource staff to keep these businesses at the top of their game. Changing demographics, laws and regulations, and the continuing need to keep the existing workforce and the management of related issues motivate this program for Human Resource professionals.

The Master of Science degree in Human Resource Management is a 30-hour program that provides learners opportunities to develop critical skills in areas such as research and job analysis, recruitment and selection, training and development, compensation and benefits, labor relations, and organizational effectiveness. Learners gain knowledge and skills that are applicable in business and not-for-profit entities, including state and local governments and military organizations. The Human Resources Master's program is recognized by the Society for Human Resource Management (SHRM) for having curricula aligned with their Human Resource guidelines.

- MS-HRM (<https://www.tarleton.edu/degrees/hrm-ad/>)

Mission:

The mission of the Master of Science degree in Human Resource Management program is to provide a relevant, high-quality, specialized education in Human Resources that develops learners' critical thinking and decision-making skills and connects them with business leaders, thereby preparing them for successful business careers in a global business environment and enhances life-long learning.

Location(s)/Modality Offered:

The MS-HRM program is offered as an online degree. Some courses are only offered during particular semesters or locations.

Requirements:

To pursue this degree, learners within 12 hours of obtaining their undergraduate degree with a 3.0 GPA or higher on their last 60 hours of coursework can request Provisional enrollment. Learners must work with the COB Graduate Programs Manager (cob.graduate@tarleton.edu) and complete the Graduate Student Provisional Form to enable them to register for graduate classes early. Otherwise, learners are required to hold a baccalaureate degree and obtain acceptance to the College of Graduate Studies at Tarleton. Learners will need reliable Internet access, basic computer skills, ample time to dedicate to completing the required course content, and the desire to complete an advanced degree that can provide opportunities for career advancement.

After an MS-HRM applicant is admitted to the College of Graduate Studies, their transcript, application, essay, and test scores (if applicable) will be evaluated by a COB Specialty Master Program Manager. The manager evaluates the learner's educational background to determine what leveling requirements or program prerequisites may be needed. A learner whose undergraduate degree does not include certain business studies may be required to take up to nine hours of graduate leveling courses in preparation for graduate study in business. Leveling requirements will be determined on a case-by-case basis. As preparatory courses, Leveling courses are not counted toward the 30 hours required for the degree. **More on Leveling (p. 3).**

For more information about the degree, see the student guidebook

- MS-HRM Student Guidebook (<https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EU7j-R3csqBHgAUug9mjCtMbug8h2RNPDoC85Y9PGTMhhA/?e=pgn5cS>)

Master of Science in Human Resource Management

Required Courses

HRMT 5301	Law & Regulation in Human Resources	3
HRMT 5302	Human Resource Management	3
HRMT 5303	Training & Development	3
HRMT 5314	Workforce Planning & Talent Management	3
HRMT 5316	Compensation Management	3
HRMT 5324	Employee & Labor Relations	3
MGMT 5368	Organizational Development & Leading Change	3
HRMT 5380	Strategic Human Resources ¹	3

Total Hours **24**

Additional Required Courses for Concentrations

Non-Thesis

ACCT/BANA/BCIS/BLAW/BUSI/ECON/FINC/HRMT/LSCM/MGMT/MKTG Electives ² 6

Total Hours **6**

Thesis/Research

HRMT 5388	Thesis	3
HRMT 5388	Thesis	3

Total Hours **6**

¹ For non-thesis students this course should be taken in the student's last semester. For thesis/research students, please contact the graduate advisor or program coordinator for information/guidance.

² For discussion related to courses outside the College of Business, please contact the program coordinator.

Leveling Requirement:

Learners interested in the MS-HRM must have completed the following courses (or their equivalents) as part of their undergraduate program. To avoid leveling, it is recommended that learners interested in the MS-HRM take the following courses (or their equivalents) as part of their undergraduate program.

- Any Business MGMT Course
- Any Business MKTG Course
- ACCT 3300: Accounting Concepts
- BUSI 2311: Business Statistics
- FINC 3301: Principles of Finance
- ECON 2302: Micro Economics

All required leveling courses must be completed within the first 12 hours of course work and before any other courses in that discipline for which leveling is required, e.g., before ACCT 5303, the accounting leveling requirement must be complete. Leveling courses are preparatory and are not counted toward the 30 hours required for the degree.

Questions?

Send your questions to the COB specialized graduate programs advisor at cob.graduate@tarleton.edu (cob.graduate@tarleton.edu)

Return to Top of Page (p. 1)

Master of Science in Management

Designed for graduate learners with diverse needs who want to advance their business management careers, our online Master of Management degree program is flexible, affordable and customizable. Classes are 100% online, and no leveling classes are required for enrollment. Depending on your concentration, you may be able to complete our online Master of Management degree in as quickly as a year.

The Master of Science degree in Management is a 30–36-hour program that provides the learner opportunities to develop critical skills in areas such as business analytics, executive communication, recreation and sports, management and leadership, social media strategy, or self-design to meet the unique requirements of your desired career path.

- MSM (<https://www.tarleton.edu/degrees/management-ms/>)

Mission:

The mission of the Master of Science in Management program is to provide a relevant, high-quality, specialized education in various aspects of business management that develops learners' critical thinking and decision-making skills. Each concentration of the program develops the emerging executive with knowledge and skills intended to prepare them for a chosen business career paths plus enhances the learner readiness to be an independent life-long learner.

Location(s)/Modality Offered:

The MSM program is offered as an online degree. Some courses are only offered during particular semesters or locations.

Requirements:

To pursue this degree, learners within 12 hours of obtaining their undergraduate degree with a 3.0 GPA or higher on their last 60 hours of coursework can request Provisional enrollment. Learners must work with the COB Graduate Programs Manager (cob.graduate@tarleton.edu), completing the Graduate Student Provisional Form, enabling them to register for graduate classes early. Otherwise, learners are required to hold a baccalaureate degree and obtain

4 Management

acceptance to the College of Graduate Studies at Tarleton. Learners will need reliable internet access, basic computer skills, ample time to dedicate to completing the required course content, and the desire to complete an advanced degree that can provide opportunities for career advancement.

The MS-M program does not require leveling courses.

Select concentrations of the MS-M offer a thesis option. In all concentrations, the thesis requires additional course hours.

For more information about the degree, see the student guidebook:

- MS-M Student Guidebook (https://tarleton.sharepoint.com/:w:/s/COBA-CollegeofBusinessAdministration/EZ_clqXQvX1CnUKZkm9R1PgBY4HTHQO51BDJvKDbEvgtg/?e=4meckp)

Master of Science in Management

Required Courses

MGMT 5301	Organizational Behavior	3
MGMT 5312	Project Management	3
BUSI 5397	Evidence Based Decision Making ^{1;7}	3
or BANA 5391	Business Analytics Research	
MGMT 5310	Leadership Development ^{1;3;4;8}	3
or MGMT 5311	Managing Operations and Services	
BUSI 5365	Managerial Statistics ^{1;3;7;8}	3
or BANA 5301	Business Analytical Statistics	
MGMT 5378	Strategic Business Planning & Policy	3

Total Hours **18**

Additional Required Courses for Concentrations

Business Analytics

BCIS 5311	Managing Information Systems	3
BCIS 5316	Applied Database Management	3
BCIS 5392	Business Intelligence Systems	3
ECON 5311	Econometrics and Forecasting	3
BANA 5310	Business Applied Data Mining	3
BANA 5320	Prescriptive Analytics	3

Total Hours **18**

Management and Leadership - NonThesis

MGMT 5313	Small Business Leadership	3
ENGL 5327	Executive Writing	3
MGMT 5000 Elective		3
MGMT 5000 Elective		3

Total Hours **12**

Management and Leadership - Thesis

MGMT 5313	Small Business Leadership	3
ENGL 5327	Executive Writing	3
MGMT 5000 Level Elective		3
MGMT 5000 Level Elective		3
MGMT 5388	Thesis	3
MGMT 5388	Thesis	3

Total Hours **18**

Self-Design - NonThesis

ACCT/BANA/BCIS/BLAW/BUSI/ECON/FINC/HRMT/LSCM/MGMT/MKTG Electives ² 12

Total Hours **12**

Social Media Strategy

COMM 5311	Social Media Campaigns ⁶	3
COMM 5310	New Communication Technology	3
COMM 5313	Social Media Analytics	3
ACCT/BANA/BCIS/BLAW/BUSI/ECON/FINC/HRMT/LSCM/MGMT/MKTG Electives ²		3

Total Hours **12**

Executive Communication

ENGL 5327	Executive Writing	3
ENGL 5337	Intercultural Technical and Professional Writing	3
ENGL 5338	Technical Editing: Practice and Theory	3
ENGL 5320	Studies in the English Language	3

Choose two of the following: 6

ENGL 5331	History of Rhetoric I	
ENGL 5332	History of Rhetoric II	
ENGL 5333	Rhetorical Criticism	

ENGL 5334	Introduction to Visual Rhetoric	
ENGL 5335	Seminar in Professional Writing	
ENGL 5336	Grant and Proposal Writing	
ENGL 5328	Ethics in Technical and Professional Writing	

Total Hours **18**

Recreation and Sports

KINE 5305	Administration of Athletics	3
KINE 5317	Leadership and Professional Development	3
KINE 5326	Facilities in Kinesiology, Athletics, and Recreation	3
KINE 5343	Law for Sport and Recreation	3
KINE 5385	Seminar	3
Choose one of the following:		3
KINE 5304	Principles of Sport Organization	
KINE 5312	Contemporary Issues in Sports Medicine	
KINE 5313	Administrative Practices in Sports Medicine	
KINE 5399	Internship	

Total Hours **18**

Human Resources

HRMT 5301	Law & Regulation in Human Resources	3
HRMT 5302	Human Resource Management	3
HRMT 5303	Training & Development	3
HRMT 5000	Level Elective	3

Total Hours **12**

Small and Family Business Management - NonThesis

MGMT 5313	Small Business Leadership	3
MGMT 5314	Family Business Management	3
MGMT 5315	Entrepreneurship Strategy	3
ACCT/BANA/BCIS/BLAW/BUSI/ECON/FINC/HRMT/LSCM/MGMT/MKTG Electives ²		3

Total Hours **12**

Small and Family Business Management - Thesis

MGMT 5313	Small Business Leadership	3
MGMT 5314	Family Business Management	3
MGMT 5315	Entrepreneurship Strategy	3
ACCT/BANA/BCIS/BLAW/BUSI/ECON/FINC/HRMT/LSCM/MGMT/MKTG Electives ²		3
MGMT 5388	Thesis	3
MGMT 5388	Thesis	3

Total Hours **18**

Logistics - NonThesis

LSCM 5311	Transportation Management	3
LSCM 5313	Logistics Operations	3
LSCM 5330	Supply Chain Analytics	3
BANA 5320	Prescriptive Analytics	3

Total Hours **12**

Supply Chain Management - NonThesis

LSCM 5321	Supply Chain Management	3
LSCM 5322	Global Supply Chain Management	3
LSCM 5323	Strategic Sourcing	3
LSCM 5330	Supply Chain Analytics	3

Total Hours **12**

Marketing

MKTG 5308	Marketing Strategy	3
MKTG 5000	Level Electives	9

Total Hours **12**

Industrial Quality

BANA 5310	Business Applied Data Mining	3
BANA 5320	Prescriptive Analytics	3
ENGT 5324	Statistics for Engineering Management	3
ENGT 5325	Advanced Concepts in Six Sigma	3
ENGT 5368	Quality Management	3

ENGT 5398	Research in Engineering Management Topics	3
Total Hours		18
Production Operations		
MGMT 5311	Managing Operations and Services	3
BANA 5320	Prescriptive Analytics	3
ENGT 5336	Production and Inventory Control	3
ENGT 5362	Supply Chain Management	3
ENGT 5303	Engineering Economics and Decision Analysis	3
or ENGT 5332	Financial Risk for Engineering Project Management	
ENGT 5324	Statistics for Engineering Management	3
Total Hours		18

- ¹ Students pursuing a concentration in Business Analytics will take the BANA course options and MGMT 5311 from the required program requirements.
- ² All concentration courses must be selected from COB classes or have program/graduate director approval.
- ³ Students pursuing a concentration in Logistics must complete BANA 5301 to meet additional course(s) prerequisites and MGMT 5311 from the required program requirements.
- ⁴ Students pursuing a concentration in Supply Chain Management must complete MGMT 5311 from the required program requirements.
- ⁵ Students who complete the four (4) course concentration in Employee Relations will be awarded the Employee Relations certificate at completion of the degree. Please contact the graduate advisor for additional information.
- ⁶ Students who complete the Social Media Strategy concentration and degree will be awarded the Social Media Strategy certificate at completion of the degree. Please contact the graduate advisor for additional information.
- ⁷ Students pursuing a concentration in Industrial Quality must complete the BANA course option from the required program requirements to meet course pre-requisites. Students should also work closely with the program advisor on course rotation for ENGT courses to meet pre-requisite requirements.
- ⁸ Students pursuing a concentration in Production Operations must complete BANA 5301 from the required program requirements. Student will also complete both MGMT 5310 and MGMT 5311 to meet the program core and concentration requirements.

Master of Science in Logistics and Supply Chain Management

A Master of Science in Logistics and Supply Chain Management (MS-LSCM) is a graduate-level program that provides learners with an in-depth understanding of the processes involved in managing the flow of goods and services from raw materials to final delivery.

The curriculum covers a broad range of topics related to logistics and supply chain management, including:

- a. Supply chain strategy: Students learn how to develop and implement effective supply chain strategies that align with the goals of the organization.
- b. Logistics management: The program covers the principles of logistics management, including transportation management, warehousing, inventory management, and order fulfillment.
- c. Supply chain analytics: Students learn how to use data analysis techniques to identify patterns and trends in supply chain operations, and how to use this information to make informed decisions.
- d. Global supply chain management: The program covers the unique challenges associated with managing supply chains across borders, including issues related to customs, tariffs, and trade agreements.
- e. Sustainability in supply chain management: Students learn about the environmental and social impact of supply chain operations, and how to develop sustainable supply chain practices.
- f. Project management: The program typically includes courses in project management, which is essential for effectively managing the many moving parts of a complex supply chain.

Graduates of an MSLSCM program are well-equipped to pursue a variety of careers in logistics and supply chain management, including roles such as supply chain analyst, logistics manager, procurement specialist, and operations manager.

The Master of Science degree in Logistics and Supply Chain Management is a 30–39-hour program that includes either or both of two concentrations: Logistics and/or Supply Chain. both of which provide learners the opportunity to develop critical skills in areas such as business analytics, executive communication, recreation and sports, management and leadership, social media strategy, or self-design to meet the unique requirements of your desired career path.

Mission:

The mission of the Master of Science in Logistics and Supply Chain Management program is to provide a relevant, high-quality, specialized education in various aspects of business that develops learners' critical thinking and decision-making skills. Each concentration of the program develops the emerging executive with knowledge and skills intended to prepare them for a chosen business career paths plus enhances the learner readiness to be an independent life-long learner.

Location(s)/Modality Offered:

The MS-LSCM program is offered as a 100% online degree. Refer to the COB Course Rotations below to determine during which semester, courses are offered.

Requirements:

To pursue this degree, learners within 12 hours of obtaining their undergraduate degree with a 3.0 GPA or higher on their last 60 hours of coursework can request Provisional Enrollment. Learners must work with the COB Graduate Programs Manager (cob.graduate@tarleton.edu), completing the Graduate Student Provisional Form, enabling them to register for graduate classes early. Otherwise, learners are required to hold a baccalaureate degree and obtain acceptance to the College of Graduate Studies at Tarleton. Learners will need reliable internet access, basic computer skills, ample time to dedicate to completing the required course content, and the desire to complete an advanced degree that can provide opportunities for career advancement.

The MS-LSCM program does not require leveling courses.

For more information about the degree, see the student guidebook:

- MS-LSCM Student Guidebook (https://tarleton.sharepoint.com/:w/s/COBA-CollegeofBusinessAdministration/EYBtWuT_I2lBsmEvocrH1LEBaqMYZT-uFw2F16tk0so-g/?e=ux1VLI)

Master of Science in Logistics and Supply Chain Management

Required Courses

LSCM 5301	Logistics and Supply Chain Management	3
LSCM 5398	Risk Management	3
MGMT 5312	Project Management	3
BANA 5301	Business Analytical Statistics	3
LSCM 5380	Logistics and Supply Chain Management Strategy	3
LSCM 5330	Supply Chain Analytics	3
ENGL 5327 or MGMT 5303	Executive Writing Managerial Communication	3
Total Hours		21

Additional Required Courses for Concentrations

Logistics - NonThesis

LSCM 5311	Transportation Management	3
LSCM 5313	Logistics Operations	3
BANA 5320	Prescriptive Analytics	3
Total Hours		9

Supply Chain Management - NonThesis

LSCM 5321	Supply Chain Management	3
LSCM 5322	Global Supply Chain Management	3
LSCM 5323	Strategic Sourcing	3
Total Hours		9

Logistics - Thesis

LSCM 5311	Transportation Management	3
LSCM 5313	Logistics Operations	3
BANA 5320	Prescriptive Analytics	3
LSCM 5088	Thesis	3
LSCM 5088	Thesis	3
Total Hours		15

Supply Chain Management - Thesis

LSCM 5321	Supply Chain Management	3
LSCM 5322	Global Supply Chain Management	3
LSCM 5323	Strategic Sourcing	3
LSCM 5088	Thesis	3
LSCM 5088	Thesis	3
Total Hours		15

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/EQoJzN6hqvpFoh6bg9ay99gB2tLb2eai3aipAlxAErmxWHw/?e=urpK3x>)

Other Information:

- 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 Online Orientation (<https://tarleton.instructure.com/courses/19005/>)
- COB Graduate Course Rotations (https://tarleton.sharepoint.com/:x:/s/COBA-CollegeofBusinessAdministration/EaVYeJKX59xLhjf-0E1vFPkBy-2RSy8J_sfvGduuu1K8fA/?rttime=vRifuPub20g)

Questions?

Send your questions to the COB specialized graduate programs advisor at cob.graduate@tarleton.edu

Return to Top of Page (p. 1)

Professors

- Baeza, Dr. Miguel
- Freed, Dr. Rusty
- Heller, Dr. Nathan

8 Management

- McCamey, Dr. Randy
- Notgrass, Dr. David

Associate professors

- Ashton, Dr. Triss
- Cavazos, Dr. David
- Dittfurth, Dr. Ed
- Hall, Dr. Reggie
- Heller, Dr. Jake
- Joiner, Dr. Sue
- Krueger, Dr. Dianna
- Martinson, Dr. Brian
- Mullens, Dr. Drake
- Shaw, Dr. Joanna
- Richardson, Dr. Rick

Assistant professors

- Brown, Dr. Bryn
- Dinulescu, Dr. Catalin
- Foster, Ms. Christi
- LeCounte, Dr. John

Instructor

- Brown, Ms. Angie
- Foster, Ms. Christi
- Dummar, Mr. Joe
- Leaverton, Mr. Bill
- Price, Dr. Bill

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.

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.