Business

Tom Ottaway, Ph.D., Dean and Professor
Joanne Tokle, Ph.D., Associate Dean
Corey Schou, Ph.D., Associate Dean for Information Systems

Department of Accounting
Professors: Picard, Smith
Assistant Professors: Konicek, Lim, O'Brien-Rose

Department of Informatics
Chair and Professor: Parker
Professors: Ottaway, C. Schou
Assistant Professors: Bozan, Kordzadeh, Srinivasan

Department of Finance & Economics
Chair and Professor: Hackert
Professors: Benson, Brookman, Byers, Khang, Stegner, R. Tokle

Department of Management
Chair and Professor: Murphy
Professors: Jolly, M. Johnson, Krumwiede, J. Tokle
Associate Professors: Street, Tocher
Assistant Professors: Bolinger, S. Schou, Peterson
Senior Lecturer: Peppers

Department of Marketing
Chair and Professor: Speck
Assistant Professors: McCardle, Ney, Northington

Master of Business Administration

The College of Business (COB) at Idaho State University (ISU) offers a program leading to the degree of Master of Business Administration (MBA) to holders of business and non-business bachelor’s degrees. The MBA program is accredited by AACSB International, the Association to Advance Collegiate Schools of Business. In addition to the traditional MBA degree, the program offers MBA degrees with emphasis areas in Accounting, Informatics, Finance, Health Care Administration (HCA), Project Management, and Marketing. The MBA program at Idaho State University was the first to be accredited by the AACSB in the State of Idaho and remains committed to the delivery of a high quality, rigorous program.

The traditional MBA provides a broad general degree particularly suited to those pursuing a managerial focus in their careers. The Accounting, Informatics, Finance, Health Care Administration, Project Management, and Marketing options provide specialized knowledge relating to their respective fields. The Accounting emphasis meets the needs of students who wish to satisfy requirements for certification as public accountants (CPA) or certification as management accountants (CMA).

In the interest of a more diverse student body, the college encourages and attracts a number of full-time students from other parts of the United States and foreign countries.

Mission and Goals

The Idaho State University MBA program's mission is to develop and deliver programs that address the diverse needs of stakeholders.

Our primary mission is to offer an MBA program that enhances our students' competence in business management, fosters their intellectual curiosity, and develops the personal skills necessary to be an effective manager. The MBA program prepares students for leadership roles in all areas of business requiring skilled and ethical decision making and analytical abilities.

Program Goals

MBA Students should develop:

- Communication and collaboration skills.
- Skill in critical analysis, problem solving, and decision making.
- Competency in key business concept areas.
- Insight into cultural, global, and ethical issues in business.

The MBA Program

The MBA program consists of eight graduate core courses (MBA-I) covering basic knowledge skills and concepts, a core of eight broad integrative courses (MBA-II), plus six to nine hours of additional graduate level courses depending upon the student's program of study.

The MBA-I core develops a broad competence in the functional fields of business: Accounting, Economics, Management, Marketing, Operations, and Finance. The core also examines behavioral, international, ethical, industry analysis, and strategic issues that cut across the functional boundaries and provide a basic educational background. Students with undergraduate degrees in business may have MBA-I classes waived.

The MBA-II core consists of eight required courses which, although anchored in traditional functional fields, are designed to provide a strong integrative focus building upon the competencies developed in MBA-I courses.

The traditional MBA degree requires six credit hours of graduate course work beyond the MBA-II core courses. The various emphases require nine credit hours of graduate course work beyond the MBA-II core courses. The courses in the Accounting, Informatics, Economics, Finance, Health Care Administration, Project Management, and Marketing areas of emphasis are designed to provide specialized knowledge specific to each of their respective fields.

Master of Accountancy

The Master of Accountancy (MAcc) provides students with advanced analytical and technical skills and tools required for success in the complex world of accounting today. The program develops skills and competencies well beyond that of an undergraduate accounting degree and will prepare students to enter the public accounting profession and provide a solid foundation for passing the rigorous CPA professional examination.
Master of Business Administration

Admission Requirements

The student must apply to, and meet all criteria for, admission to the Graduate School, and all additional College of Business requirements.

Admission to the MBA program is granted only to students showing high promise of success. The College of Business uses various measures to determine this likelihood. However, the minimum requirement for admission is based on the following formula:

- The sum of 200 times the grade point average in upper-division course work (4.0 system) plus the total score on the Graduate Management Admission Test must equal at least 1150 points.

For applicants from schools with different grading systems a GPA will be inferred as accurately as possible. Also, graduate courses will be included in the upper-division GPA calculation. For applicants with a significant amount of recent upper-division academic course work versus course work that is considerably older, we may choose to consider only the recent GPA.

Individuals holding a current master’s degree from a regionally accredited institution may meet minimum requirements and be considered for admission if they meet the Graduate School requirements regarding GRE scores in which case the student is not required to take the GMAT for admission.

All applicants are required to submit a resume outlining work experience, a statement of purpose, and two letters of reference.

Please note that no individual can be admitted to classified status in the MBA program until the College of Business has received the applicant’s official transcripts and official GMAT/GRE scores.

Applications are accepted at any time. Complete applications are reviewed the first working day of each month up to the Graduate School deadlines for admission.

Locations

The MBA program serves Southeast Idaho’s need for part-time and full-time graduate education in business. The traditional MBA degree is offered in the evening in Pocatello and Idaho Falls to full-time and part-time students with some online options. The Economics, Finance, Marketing, and Project Management emphasis areas require that students be able to take some emphasis-area daytime courses in Pocatello, and are restricted to individuals who do not have an undergraduate major in the respective fields. The Informatics emphasis and Accounting emphasis elective courses are only daytime courses offered in Pocatello. The Health Care Administration emphasis courses are offered primarily in the evening in Pocatello or online.

Conduct

Academic integrity is expected by the College of Business. All forms of academic dishonesty, including cheating and plagiarism, are prohibited.

The penalties for students engaging in academic dishonesty, plagiarism, unprofessional or unethical conduct within the university community range from a failing grade to dismissal from the MBA program, and/or permanent expulsion from the university with notation on the student's transcript. The Graduate Catalog explains the dismissal policy and the procedures for the appeal of dismissal. If you are unclear as to what constitutes academic dishonesty, you should consult the Graduate Catalog, then review the College of Business policy on Academic Integrity available from the College of Business Office in BA 202; from the College of Business web site at http://www.isu.edu/cob/; or refer to the Idaho State University Faculty/Staff Handbook policy on academic dishonesty.

If you are still in doubt about academic dishonesty, you’re encouraged to consult with a faculty member, the Graduate Studies Director, or the Dean.

MBA Degree Requirements

MBA Minimum Prerequisites

Mathematics Skills

The minimum level of mathematics required for the MBA program is college algebra. If students have not completed this course, they must do so early in their program prior to enrolling in MBA-II courses. College algebra may be waived if the student scores in the 50th percentile or higher on the quantitative section of the GMAT. If all MBA-I courses are waived, the student may enroll in MBA-II courses provided they are concurrently enrolled in courses to meet the math requirement.

Computer Skills

Computer literacy is an essential skill for success in the MBA program and success in a professional business career. The minimum skills required are the ability to use a word processor, a spreadsheet, the Internet, and Windows. Students are required to maintain e-mail and Internet accounts on the Idaho State University network.

Communications Skills

Good communication skills are fundamental for students and managers. Students are expected to have a high degree of proficiency in both oral and written communication skills. Students failing to demonstrate communications proficiency will be required to take remedial work.

MBA I

The following courses are prerequisite to any MBA II course:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 2216</td>
<td>Business Statistics</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6610</td>
<td>Applied Economics</td>
<td>3</td>
</tr>
<tr>
<td>or ECON 2201</td>
<td>Principles of Macroeconomics</td>
<td>3</td>
</tr>
<tr>
<td>&amp; ECON 2202</td>
<td>and Principles of Microeconomics</td>
<td></td>
</tr>
<tr>
<td>MBA 6611</td>
<td>Financial Reporting and Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>or ACCT 2201</td>
<td>Principles of Accounting I</td>
<td>3</td>
</tr>
<tr>
<td>&amp; ACCT 2202</td>
<td>and Principles of Accounting II</td>
<td></td>
</tr>
<tr>
<td>MBA 6612</td>
<td>Human Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>or MGT 3312</td>
<td>Individual and Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>&amp; MGT 5563</td>
<td>and Business Law Concepts</td>
<td></td>
</tr>
<tr>
<td>MBA 6613</td>
<td>Marketing</td>
<td>3</td>
</tr>
<tr>
<td>or MKTG 2225</td>
<td>Basic Marketing Management</td>
<td></td>
</tr>
<tr>
<td>MBA 6614</td>
<td>Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>or MGT 3329</td>
<td>Operations and Production Management</td>
<td></td>
</tr>
<tr>
<td>MBA 6615</td>
<td>Finance</td>
<td>3</td>
</tr>
<tr>
<td>Total Hours</td>
<td></td>
<td>21</td>
</tr>
</tbody>
</table>

Waiver of MBA-I Requirements

MBA-I courses may be waived for students with a business degree from an AACSB accredited institution. MBA-I courses may be waived for students with a business degree not accredited by AACSB subject to a transcript and program evaluation by the Graduate Studies Director. For students with non-business degrees or degrees from foreign universities, courses may be waived where equivalency of content with the Idaho State University MBA core can be established and the student has earned at least a grade of C- or equivalent. Individuals with degrees greater than 10 years old may be required to take selected MBA-I courses. Work experience is not a basis for waiving MBA-
I course work; however, students with substantial work experience may demonstrate competence in a particular field through examination.

MBA-II
After all MBA-I requirements are satisfied, students may enroll in the MBA-II core component courses listed below.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 6620</td>
<td>Quantitative Information for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6621</td>
<td>Managerial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6622</td>
<td>Finance in an Integrated Environment</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6623</td>
<td>Marketing in an Integrated Environment</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6626</td>
<td>Business Policy and Strategy in a Global Environment</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6628</td>
<td>Business Applications</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6629</td>
<td>Competitive Advantage Along the Value Chain and Negotiations</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6637</td>
<td>Introduction to Business Analytics</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Hours: 24

Exceptions to the requirement that all MBA-I courses be completed prior to enrolling in MBA-II courses may be made when most MBA-I courses have been taken and enforcement of this requirement would cause undue hardship for a student (i.e., a delay in his/her program). Students may substitute a course for MBA 6620 with permission of the Graduate Studies Director. Exceptions will be granted only where it is reasonable to conclude that the student has sufficient background to perform satisfactorily in MBA-II courses.

A request for an exception to the MBA-I prerequisite requirement must be made to the Graduate Studies Director. This request should state the MBA-I courses remaining to be taken in the student’s program, when those courses will be taken, and what hardships will be incurred if the exception is not granted.

Students may substitute MBA-II courses only with permission of the College of Business Director of Graduate Studies and the appropriate department chair or program director.

Additional Course Requirements
Students seeking the traditional MBA degree will complete six credit hours of additional graduate course work beyond the MBA-II core.

Students seeking the MBA with an emphasis in Accounting, Informatics, Economics, Finance, Project Management, Marketing or Health Care Administration will complete nine credit hours of graduate work in their selected emphasis area.

Students may select as electives any 5500-level or 6600-level courses offered by the College of Business that meet emphasis area requirements with the exception of courses numbered between MBA 6600 and MBA 6615 inclusive, and MBA-II courses. Students wishing to take elective courses outside the College of Business must have those courses approved by the Graduate Studies Director. The electives may include MBA 6650 Thesis (6 credit hours), or MBA 6639 MBA Paper (3 credit hours). Students may not take a 5500-level course for elective credit if a similar course has been taken at the undergraduate level.

The Traditional MBA degree (6 hours of electives)
Students pursuing the traditional MBA degree are required to meet the following requirements:

- Electives (6 credit hours). The traditional MBA degree requires six credit hours of College of Business electives at the 5500/6600 level approved by the Graduate Studies Director.

Accounting Emphasis (9 hours)
The MBA with an Emphasis in Accounting program produces graduates with the knowledge and skills for successful professional accounting careers. The goal of the accounting emphasis is to provide graduates with the following characteristics:

- Business and accounting knowledge.
- Capability and motivation for continued learning.
- Competence in learning skills (including research of data bases).
- Ability to analyze, critique, and communicate.
- Ability to work effectively with others.
- Rigorous ethical standards.

The Accounting Emphasis program enhances knowledge and skills for rapid advancement in either managerial or public accounting. MBA graduates should be prepared to pass certification examinations for both the Certified Public Accountant (CPA) and Certified Management Accountant (CMA).

Students choosing an emphasis in Accounting must select 9 hours of 5500/6600 level accounting courses. Appropriate undergraduate prerequisite courses are required. Courses at the 5500-level cannot be selected if a comparable undergraduate course has already been taken.

Informatics Emphasis (9 hours)
The MBA with an Emphasis in Informatics is focused on providing managerial-level knowledge of information technology for MBA students. The Informatics emphasis provides general business managers with a curriculum focused on building their knowledge of informatics and the opportunity to develop technical skills in this field.

Electives (9 credit hours). The MBA with an emphasis in Informatics requires 9 credit hours of 5500/6600-level elective course work in the field of informatics.

Economics Emphasis (9 hours)
The MBA with an emphasis in Economics is not open to students who have a previous undergraduate major in economics. The Economics emphasis requires that students must be able to take some daytime courses in Pocatello.

The MBA with an emphasis in Economics requires 9 credits of elective course work in economics, or 6 credits of elective course work in economics and 3 credits in finance.

Finance Emphasis (9 hours)
The MBA with an Emphasis in Finance is not open to students who have a previous undergraduate major in Finance. The Finance emphasis requires that students must be able to take some daytime courses in Pocatello.

The MBA with an emphasis in Finance requires FIN 5578 Investments (3 credits) plus 6 more credits of 5500/6600-level elective course work in the field of finance.

Project Management Emphasis (9 hours)

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Credits</th>
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<tbody>
<tr>
<td>MGT 5582</td>
<td>Project Management</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5591</td>
<td>Seminar in Management and Organization</td>
<td>3</td>
</tr>
</tbody>
</table>

Select one of the following:

- MGT 5534 Productivity and Quality (3 credits)
MGT 5530  Advanced Operations and Production Management  
Total Hours  9

Students who have taken these courses as undergraduates are not eligible to repeat them as graduate students. Students who have already taken one or more of these classes must have an appropriate alternative course approved by the Graduate Studies Director or Management Department Chair.

Marketing Emphasis (9 hours)
The MBA with an Emphasis in Marketing is not open to students who have a previous undergraduate major in Marketing. The Marketing emphasis requires that students must be able to take some daytime courses in Pocatello.

The MBA with an emphasis in marketing requires 9 credit hours of 5500/6600-level elective course work in the field of marketing. Marketing courses are labeled MKTG.

Health Care Administration Emphasis (9 hours)
The MBA with an emphasis in Health Care Administration requires at least 9 credit hours of 5500/6600-level elective work in Health Care Administration (HCA). Students may not repeat classes they have taken as undergraduates at the 4400-level.

Program of Study
All MBA students are required to meet with the Graduate Studies Director prior to or during their initial term in the program in order to develop an approved program of study. Students will be blocked from registering for the next term until this program of study is approved.

Examination Requirements
The MBA program requires the satisfactory completion of an oral examination in the final term of the student's program.

Academic Requirements
Any student who, after admission to the College of Business graduate program, falls below a 3.0 GPA or receives two C (C+, C, or C-) grades or a grade of D+ or lower in the MBA program (MBA-I, MBA-II, and elective courses) is deemed to be doing unsatisfactory work and is subject to review by the College of Business MBA Administrative Committee and to dismissal from the program. A student dismissed for academic reasons may apply for readmission to the MBA program no earlier than four months following his/her dismissal. Requests for readmission will be denied unless the student can demonstrate that the reasons for the previous unsatisfactory work have been rectified and can show evidence of ability to perform satisfactorily in the MBA program.

Courses in which a grade of D+, D, D- or F has been earned will not be counted toward fulfillment of MBA-I or MBA-II program requirements. Students may not use more than two courses with a grade of C+, C, or C- to satisfy graduation requirements. Students must achieve a 3.0 or better GPA in order to graduate.

MBA and PharmD Joint Degree Program
Students enrolled in the PharmD Program at Idaho State University may combine that degree program with an MBA degree with approximately one year of additional effort. The program is essentially the traditional MBA degree program with the use of some PharmD courses to meet MBA requirements. Program requirements include:

During the third year profession year in the Pharm.D. program and the summer preceding that year, the student should take: 

1. These courses will satisfy four hours of electives required in the spring semester of the third professional year of the Pharm.D. curriculum. In addition, the completion of MBA 6612 Human Behavior in Organizations will substitute for PPRA 9945 required in the third professional year of Pharm.D. curriculum.

2. Six hours of specified experiential courses will satisfy the six elective hours required in the MBA curriculum.

Throughout and following the professional Pharm.D. program, the student must complete the second year of MBA curriculum, which includes:

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</table>

Total Hours  24

Upon completion of all required MBA classes, the student may take the MBA final oral exam.

Award of the MBA degree requires successful completion of the Pharm.D. degree or a bachelor’s degree at Idaho State University.

Admission Requirements
Admission to the MBA program will normally take place at the end of the second professional year. PharmD students must meet the regular admission requirements of the MBA program except they are required to have completed only the equivalent of an undergraduate degree at the time of admission. Applicants must request the College of Pharmacy to certify to the Graduate School that the student has completed 120 hours and that those 120 hours are equivalent to an undergraduate degree.

Graduate Certificate in Business Administration Program (18 credits)
The College of Business offers a Graduate Certificate in Business Administration for individuals with non-business degrees who wish to enhance their business knowledge and skills. The program is designed as an evening, part-time program for the working professional, providing a broad base of knowledge and skills needed for today's high technology business environment. Individuals who may subsequently apply for admission to the MBA program would have all MBA-I requirements completed.
Admission Requirements

Admission to the program and maintenance of good standing will be in accord with the requirements of the Graduate School of Idaho State University and the additional College of Business requirements.

Admission to the Graduate Certificate in Business Administration program is open to students with non-business degrees. Admission to the program requires that applicants meet one of the following two requirements.

1. A minimum GPA of 3.0 in the last 60 hours of undergraduate coursework.
2. A score at the 40th percentile or higher on at least one section of the GMAT.

Students who complete the Graduate Certificate in the Business Administration program are required to meet the regular MBA admission requirements if they wish to complete the MBA degree. The COB will consider the student's GPA in MBA-I classes in instances wherein the individual has extremely old undergraduate GPA.

The following actions are required to be considered for admission to the Graduate Certificate in Business Administration program.

1. Submit a Graduate School application form and application fee to the Graduate School.
2. Provide official transcripts to the Graduate School.
3. Provide GMAT scores to the Graduate School in cases where GPA in the last 60 hours of undergraduate coursework is below a 3.0.
4. Provide a resume of work experience and two letters of recommendation to the College of Business.

Locations

The Graduate Certificate in Business Administration program is offered in both Pocatello and Idaho Falls. In some instances, students may have to travel to Pocatello or Idaho Falls to obtain a specific class.

Requirements (18 hours)

- Certificate Minimum Prerequisites. Students entering the Graduate Certificate in Business Administration program are expected to have completed formal courses in statistics, college algebra, and micro and macro economics. If students have not completed this work, they must do so early in their program.

Required courses for the Graduate Certificate in Business Administration (18 hours as specified below):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 6611</td>
<td>Financial Reporting and Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6612</td>
<td>Human Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6613</td>
<td>Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6614</td>
<td>Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6615</td>
<td>Finance</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6616</td>
<td>Business Policy</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total Hours</strong></td>
<td><strong>18</strong></td>
</tr>
</tbody>
</table>

Waiver of Requirements

Course requirements will be waived for students who can demonstrate that they have taken equivalent courses within the last 5 years. If a course is waived, the student is required to substitute an alternative course in the field of study that was waived. Waiver of courses and substitutions must be approved by the MBA Director.

Academic Requirements

Any student who, after admission to the College of Business certificate program, falls below a 3.0 GPA or receives two C+ grades or a grade of D or F in any course is deemed to be doing unsatisfactory work and is subject to dismissal from the program. A student dismissed for academic reasons may apply for readmission to the certificate program no earlier than four months following his/her dismissal. Requests for readmission will be denied unless the student can demonstrate that the reasons for the previous unsatisfactory work have been rectified and he/she shows evidence of ability to perform satisfactorily in the certificate program. Courses in which a grade of D or F has been earned will not be counted toward fulfillment of program requirements. Students may not use more than two courses with a grade of C+ to satisfy certificate completion requirements.

Master of Accountancy

Admissions Requirements

The student must apply to, and meet all the criteria for, admission to the Graduate School, and all additional College of Business requirements.

Admission to the MAcc program is granted only to students showing high promise of success. The College of Business uses various measures to determine this likelihood. However, the minimum requirement for admission is based on the following formula:

- The sum of 200 times the grade point average in the last 60 credits of course work (4.0 system) plus the total score on the Graduate Management Admissions Test must equal at least 1150 points.

Applicants must hold a bachelor's degree in accounting or equivalent coursework if the degree is not in accounting.

For applicants from schools with different grading systems a GPA will be inferred as accurately as possible. Also, graduate courses will be included in the last sixty hours GPA calculation. For applicants with a significant amount of recent upper-division academic course work versus course work that is considerably older, we may choose to consider only the recent GPA.

Individuals holding a current master's degree from a regionally accredited institution may meet minimum requirements and be considered for admission if they meet the Graduate School requirements regarding GRE scores, in which case the student is not required to take the GMAT for admission.

All applicants are required to submit a resume outlining work experience, a statement of purpose, and two letters of reference.

Please note that no individual can be admitted to classified status in the MAcc program until the College of Business has received the applicant’s official transcripts and official GMAT/GRE scores.

Applications are accepted at any time. Complete applications are reviewed the first working day of each month up to the Graduate School deadlines for admission.

Course Requirements

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>ACCT 5531</td>
<td>Advanced Tax Concepts</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 5533</td>
<td>Legal Environment of Accounting</td>
<td>3</td>
</tr>
<tr>
<td>or MGT 5561</td>
<td>Business Law</td>
<td></td>
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<tr>
<td>ACCT 5557</td>
<td>Advanced Auditing</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 5561</td>
<td>Advanced Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 5571</td>
<td>Accounting Capstone 1</td>
<td>1</td>
</tr>
<tr>
<td>ACCT 5572</td>
<td>Accounting Capstone 2</td>
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<tr>
<td>ACCT 5573</td>
<td>Accounting Capstone 3</td>
<td>1</td>
</tr>
<tr>
<td>ACCT 5574</td>
<td>Accounting Capstone 4</td>
<td>1</td>
</tr>
<tr>
<td>ACCT 6625</td>
<td>Managerial Control Systems and Corporate Social Responsibility</td>
<td>3</td>
</tr>
</tbody>
</table>
Program of Study

All MAcc students are required to meet with the Graduate Studies Director or accounting advisor prior to or during their initial term in the program in order to develop an approved program of study. Students will be blocked from registering for the next term until this program of study is approved.

Examination Requirement

The MAcc degree requires the satisfactory completion of an oral examination in the final term of the student’s program.

Academic Requirements

Any student who, after admission to the College of Business graduate program, falls below a 3.0 GPA or receives two C (C+, C, or C-) grades or a grade of D+ or lower in the MAcc program is deemed to be doing unsatisfactory work and is subject to review by the College of Business Graduate Administrative Committee and dismissal from the program. A student dismissed for academic reasons may apply for readmission to the graduate program no earlier than four months following his/her dismissal. Requests for readmission will be denied unless the student can demonstrate that the reasons for the previous unsatisfactory work have been rectified and can show evidence of ability to perform satisfactorily in the MAcc program.

Courses in which a grade of D+, D, D– or F has been earned will not be counted towards fulfillment of MAcc program requirements. Students may not use more than two courses with a grade of C+, C or C– to satisfy graduation requirements. Students must achieve a 3.0 or better GPA in order to graduate.

Time Limit

Any course used to meet graduation requirements must be completed within five years prior to the date of graduation.

Accounting Courses

ACCT 5500 Managerial Tax Planning: 3 semester hours.
For prospective business managers, owners, or investors interested in important tax consequences of alternative financial transactions

ACCT 5503 Accounting Information Systems: 3 semester hours.
A strategic approach to the use of accounting information in an organization. Tools for documentation of business processes and database design are introduced. Focuses on primary business cycles, interrelationship among them, and impact on accounting information. Includes assessment of risks involved in information processing and reporting. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: ACCT 3323

ACCT 5531 Advanced Tax Concepts: 3 semester hours.
Specialized federal tax concepts and tax research principles for individuals, businesses, estates, and trusts. Elaborates on basic principles discussed in Principles of Taxation. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus

ACCT 5533 Legal Environment of Accounting: 3 semester hours.
Study of legal issues facing accountants, including business law, forms of organizations, and regulatory requirements

ACCT 5541 Management Control Systems: 3 semester hours.
Focuses on strategic and managerial evaluation and control systems using financial and nonfinancial accounting information. PREREQ: ACCT 3341

ACCT 5556 Auditing: 3 semester hours.
Concepts and practices of independent and internal auditing. Professional responsibilities, risk assessment, audit planning and reporting. PRE-or-COREQ: ACCT 4403 or ACCT 5503 or CIS 4403 or CIS 5503. PREREQ: ACCT 3324

ACCT 5557 Advanced Auditing: 3 semester hours.
Integration of financial statement auditing concepts in case discussions. Research into contemporary auditing literature

ACCT 5560 Governmental and Not-For-Profit Accounting: 3 semester hours.
Accounting and reporting principles, standards and procedures applicable to governmental units and not-for-profit institutions, i.e. universities, hospitals. Special consideration to financial management problems peculiar to the not-for-profit sector. PREREQ: ACCT 3324

ACCT 5561 Advanced Accounting: 3 semester hours.
Study of accounting problems arising in connection with partnerships, corporate affiliation; institutional, social, and fiduciary accounting; consignments; installment sales; and foreign exchange

ACCT 5570 Contemporary Issues in Managerial Accounting: 3 semester hours.
Contemporary topics and emerging issues in managerial accounting. This field is rapidly evolving to meet the needs of enterprises competing in a dynamic global environment. PREREQ: ACCT 3341

ACCT 5571 Accounting Capstone 1: 1 semester hour.
Capstone course integrating accounting regulation topics. Emphasis on analytical, problem-solving and communication skills

ACCT 5572 Accounting Capstone 2: 1 semester hour.
Capstone course integrating financial accounting and reporting topics. Emphasis on analytical, problem-solving and communication skills

ACCT 5573 Accounting Capstone 3: 1 semester hour.
Capstone course integrating auditing and attestation topics. Emphasis on analytical, problem-solving and communication skills

ACCT 5574 Accounting Capstone 4: 1 semester hour.
Capstone course integrating business environment and concept topics. Emphasis on analytical, problem-solving and communication skills

ACCT 5580 Comparative International Accounting: 3 semester hours.
Study of systems that have proven to be problems in an international accounting context, particularly for corporate financial reporting. Also, the progress toward international harmonization of financial reporting and taxation

ACCT 5590 Financial Reporting and Statement Analysis: 3 semester hours.
A financial accounting capstone course focusing on statement analysis from the point of view of the many users of financial statements: investors, creditors, managers, auditors, analysts, regulators, and employees through the case analysis of actual companies' financial statements. PREREQ: ACCT 4461 or ACCT 5561

ACCT 5591 Seminar in Accounting: 3 semester hours.
Reading, discussion, and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. Specialized evaluated graduate level activities and performances are identified in the course syllabus. May be repeated for up to 6 credits with permission of instructor

ACCT 5592 Special Problems in Accounting: 1-3 semester hour.
Research and reports on selected problems or topics in accounting. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under a different title for a maximum of 9 credits with the permission of the major advisor and the Dean
ACCT 5593 Accounting Internship: 1-3 semester hour.
A program of significant business experience coordinated by the faculty to provide a broad exposure to issues. May be repeated up to a total of 3 credits

ACCT 5599 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

ACCT 6625 Managerial Control Systems and Corporate Social Responsibility: 3 semester hours.
The managerial and strategic use of control systems. Current practices in corporate social responsibility management and reporting practices. The interrelationship between management control systems and corporate social responsibility

ACCT 6631 Accounting Theory: 3 semester hours.
Study of accounting conceptual framework and accounting principles. Case discussions and research into contemporary accounting literature

ACCT 6632 Advanced Auditing: 3 semester hours.
Integration of auditing concepts in case discussions. Research into contemporary auditing literature and databases. PREREQ: ACCT 5556

ACCT 6634 Seminar in Accounting: 3 semester hours.
Capstone course integrating special problems of financial, managerial, and tax accounting. Emphasis on analytical and communication skills. PREREQ: ACCT 5561

ACCT 6635 Strategic Cost Management: 3 semester hours.
Critical examination of various cost management issues and techniques with emphasis on strategic, behavioral, and cultural issues. PREREQ: MBA 6611, MBA 6615 and MBA 6616

ACCT 6660 Accounting for Governmental and Not-for-Profit Entities: 3 semester hours.
In-depth study of accounting and reporting principles, standards and procedures applicable to government and nonprofit entities with an emphasis on topics unique to these institutions

ACCT 6699 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

Economics Courses

ECON 5504 Game Theory: 3 semester hours.
Use game theory to model conflicts, cooperation and strategy, with applications in economics, business, political science, psychology, sociology, anthropology and biology. Equilibrium concepts, information structures, static and multi-period games will be discussed. PREREQ: ECON 2201 and ECON 2202 or ECON 6610/6610 or permission of instructor

ECON 5509 Industrial Organization: 3 semester hours.
Industrial organization extends the theory of the firm to examine firms’ strategic behavior, including methods to differentiate products and aggressive pricing schemes, and the government's response to these activities

ECON 5511 Political Economy: 3 semester hours.
A critical introduction to the relationship between economic institutions and social analysis. The social implications of different views on economic concepts, such as the division of labor, capital, and value, are investigated from a classical, neoclassical and an institutional perspective

ECON 5531 Money and Banking: 3 semester hours.
The study of financial instruments, money, interest rates, the banking industry, and the structure and monetary policies of the Federal Reserve Bank. An examination of past and present monetary policy. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: ECON 2201 and ECON 2202 or MBA 6610

ECON 5533 Economic Development: 3 semester hours.
Theories and principles of economic development, characteristics, and problems of underdeveloped and developing countries, alternative techniques and policies for the promotion of growth and development

ECON 5534 International Trade: 3 semester hours.
Study government trade policies, trade laws, and national and international trade institutions. Study trade strategy from the perspective of governments and business. Understand the different levels of economic integration among countries and the political economy of trade policies and trade conflicts/ cooperations. Specific evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: ECON 2201 and ECON 2202 or ECON 6610/6610 or permission of instructor

ECON 5535 International Finance: 3 semester hours.
Study foreign exchange market and theories of exchange rate determination. Discuss the effectiveness of fiscal and monetary policies in an open economy and the implications of international macroeconomic policy coordination/conflict for government officials and business. Learn about foreign exchange hedging and risk management for country and business. Study lessons from recent international financial crises. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: ECON 2201 and ECON 2202 or ECON 6610/6610 or permission of instructor

ECON 5538 Public Finance: 3 semester hours.
Study of government revenues, expenditures, and debt management, including an analysis of the effects of these governmental activities on the American economy. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: ECON 2201 and ECON 2202 or MBA 6610

ECON 5539 State and Local Finance: 3 semester hours.
Study of taxation, borrowing and spending by state, city, county and other local governments. Taxing and spending patterns are evaluated and compared by states

ECON 5572 Comparative Economic Systems: 3 semester hours.
Study and comparison of the theories and practices found in various economic systems. Includes a study of both the free market and socialistic planning

ECON 5574 Senior Seminar: 3 semester hours.
Discussion-driven capstone class that integrates selected topics in economics. Students will be required to do economic research, and write on and discuss current economic issues. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: Permission of instructor

ECON 5581 Independent Study: 1-3 semester hour.
Individuals will be assigned independent problems for research under the supervision of a departmental faculty member. May be repeated up to 6 credits

ECON 5585 Econometrics: 3 semester hours.
The application of statistical and mathematical methods to the analysis of economic data, with a purpose of giving empirical content to economic theories and verifying them or refuting them

ECON 5591 Economic Seminar: 1-3 semester hour.
Seminar. May be repeated

ECON 5592 Economic Seminar: 1-3 semester hour.
Seminar. May be repeated
ECON 5597 Professional Education Development Topics: 1-3 semester hours.  
A course for practicing professionals aimed at the development and improvement of skills. May not be applied to graduate degrees. May be repeated. May be graded S/U.

ECON 5599 Experimental Course: 1-6 semester hour.  
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.

ECON 6610 Applied Economics: 3 semester hours.  
Applied principles and techniques of analysis in micro and macro economics. Equivalent to MBA 6610.

ECON 6620 Seminar Philosophy of Social Science: 3 semester hours.  
The application of mathematical and scientific methods to the study of social, economic, and political life will be considered through the reading of certain seminal writings. Attention will be given to the fundamental assumptions about the nature of scientific rationality. Required of D.A. students.

ECON 6621 Seminar Interdisciplinary Topics in Social Sciences: 3 semester hours.  
Examination of selected topics in the social sciences from the analytic orientations and perspectives common and peculiar to the disciplines of political science, economics and sociology. Required of D.A. students.

ECON 6650 Thesis: 1-6 semester hour.  
The student will do research of an economic nature supervised by a faculty member in the Economics Department. The research project will be of an interdisciplinary nature and the student will be supervised by faculty members from the department(s) involved as well as from the Economics Department. 1-6 credits. May be repeated. Graded S/U.

ECON 6699 Experimental Course: 1-6 semester hour.  
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.

Finance Courses

FIN 5505 Advanced Corporate Financial Management: 3 semester hours.  
Evaluation and analysis for financial decision making. Asset valuation, cost of capital, leasing, dividend policy, mergers and acquisitions, IPOs, asset restructuring and additional topics related to firms' financial decisions and performance. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: FIN 3315 or MBA 6615.

FIN 5531 Financial Modeling: 3 semester hours.  
Survey of integrative modeling with special applications of computer models. Includes topics from cash flow forecasting, mergers and acquisition, financial structure, and capital budgeting.

FIN 5545 Real Estate Finance: 3 semester hours.  
Principles and methods of valuing business and residential land and improvements; analysis of sources and methods used in the financing of construction and development.

FIN 5548 Financial Management of Depository Institutions: 3 semester hours.  
An analysis of the managerial issues which affect the financial performance of depository institutions such as capital adequacy, liquidity and asset/liability management techniques, profitability analysis, funding and investment decisions.

FIN 5551 Student-Managed Investment Fund I: 3 semester hours.  
Management of the D.A. Davidson Student-Managed Investment Fund. Students act as financial analysts. Provides students with real-world knowledge and judgment crucial to sound investing. Students may apply either FIN 5551 or FIN 5552, but not both, toward their electives.

FIN 5552 Student-Managed Investment Fund II: 3 semester hours.  
Management of the D.A. Davidson Student-Managed Investment Fund. Students act as financial analysts. Emphasis on security selection, portfolio management, and creation of an annual report. Student can apply either FIN 5551 or FIN 5552, but not both, toward their electives.

FIN 5564 Entrepreneurial Finance: 3 semester hours.  
Course develops financial and managerial skills important to students who are interested in pursuing careers in an entrepreneurial setting. Topics include: financial issues unique to entrepreneurial firms, development of skills with wide application in entrepreneurial situations, and financing sources available to entrepreneurial companies.

FIN 5575 International Corporate Finance: 3 semester hours.  
Study of financing investment projects abroad including the tapping of overseas capital markets, financing export transactions, hedging foreign exchange risks, and the control alternatives of international business.

FIN 5578 Investments: 3 semester hours.  
Fundamental principles in the risk-return valuation of financial instruments. Topics include the institutional framework in which securities are traded, modern portfolio theory, asset pricing, derivatives, and portfolio management.

FIN 5580 Financial Analysis and Performance: 3 semester hours.  
Modeling, measuring and interpreting financial and strategic management of firms for decision making from a short- and long-term perspective. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: FIN 3315 or MBA 6615.

FIN 5584 Options and Futures: 3 semester hours.  
Examination of the pricing and use of options, financial futures, swaps, and other derivative securities.

FIN 5591 Seminar in Finance: 3 semester hours.  
Reading, discussion and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. May be repeated with instructor's permission for up to 6 credits.

FIN 5592 Special Problems in Finance: 2-3 semester hour.  
Research and reports on selected problems or topics in finance. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under different title for a maximum of 9 credits with the permission of the major advisor and the Dean.

FIN 5599 Experimental Course: 1-6 semester hour.  
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.

FIN 6659 Experimental Course: 1-6 semester hour.  
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.
Informatics Courses

INFO 5417 Statistical Methods for Data Analytics: 3 semester hours.
Encompasses data visualization, descriptive data analysis, ANOVA approaches, correlation and multiple regression and additional modeling topics. Emphasis will be based upon appropriate interpretation of statistical results. All data will include a business or health care context to acquaint students with current statistical practice

INFO 5507 Database Design and Implementation: 3 semester hours.
Covers multi-user relational database management systems, stored procedures, SQL, transaction processing, etc. The course emphasizes Secure Software Design, which includes secure design elements, software architecture, secure design review, and threat modeling. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PRE-or-COREQ: INFO 3307

INFO 5511 Intermediate Information Assurance: 3 semester hours.
Focuses on homeland security, information assurance, integrity, control, and privacy. Covers CNSS-4011, national policy, and international treaties. The course considers Access Control, Application Security, Business Continuity and Disaster Recovery Planning, Cryptography, Information Security and Risk Management, Legal, Regulations, Compliance and Investigations, Operations Security, Physical (Environmental) Security, Security Architecture. Includes security issues around steady state operations and management of software, as well as security measures taken when a product reaches its end of life. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 2285 or CS 2275 or INFO 3310, or permission of instructor

INFO 5512 Systems Security for Senior Management: 1-3 semester hour.
Review of system architecture, system security measures, system operations policy, system security management plan, and provisions for system operator and end user training. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. COREQ: INFO 5519. PREREQ: INFO 5511, INFO 5513, INFO 5514, INFO 5515, and INFO 5516 or permission of instructor

INFO 5513 Systems Security Administration: 1-3 semester hour.
Outlines the basic principles of systems security administration. The student will be introduced to the methods and technologies associated with running a system to maintain privacy and security. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. COREQ: INFO 5519. PREREQ: INFO 5511 or permission of instructor

INFO 5514 Systems Security Management: 1-3 semester hour.
Establishes a framework for managing both systems and systems administrators operating in a secure and private computing environment. The course deals with facilities management, contingency plans, laws, standards of conduct and operations management. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. COREQ: INFO 5519. PREREQ: INFO 5511 and INFO 5513 or permission of instructor

INFO 5515 System Certification: 1-3 semester hour.
Describes techniques and methods for certifying a system is in compliance with national and governmental information assurance standards. Evaluates various certification methodologies. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. COREQ: INFO 5519. PREREQ: INFO 5511, INFO 5513, and INFO 5514 or permission of instructor

INFO 5516 Risk Analysis: 1-3 semester hour.
Develops techniques to characterize and provide perspective on the likelihood of adverse events. Explains methods to characterize the consequences and general costs associated with the various adverse events occurring. The analysis provides insights into various likelihood and consequence combinations. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. COREQ: INFO 5519. PREREQ: INFO 5511, INFO 5513, INFO 5514, and INFO 5515 or permission of instructor

INFO 5517 Information Assurance Engineer: 1-3 semester hour.
Focuses on the practical application of systems design and engineering principles and processes to develop secure systems. Topics include analysis of organizational needs, definition of security requirements, designing systems architectures, developing secure designs, implementing system security, and support of systems security assessment/authorization for organizations. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 5511, INFO 5513, INFO 5514, INFO 5515, and INFO 5516

INFO 5519 Advanced Informatics Practicum: 1-3 semester hour.
Significant informatics experience including research coordinated by the faculty designed to provide broad exposure to issues in Information Assurance. Does not fulfill major/minor requirements. May be repeated for up to 6 credits. Graded S/U. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: Permission of instructor

INFO 5520 Health Informatics: 3 semester hours.
Presents an overview of the evolution of health care informatics. Students will learn health care informatics history, concepts, theories, legal and ethical implications, and applications within the health care industry. This course will introduce the student to human factors issues in health care informatics; critical issues affecting the development and implementation of information technologies (clinical, administrative, and learning), knowledge management principles, professional practice trends, and explore some of the emerging information technology in health care. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus

INFO 5522 Health Information Assurance: 3 semester hours.
The aim of this course is to provide a broad base of understanding of the range of issues that IT professionals must be aware of upon entering the healthcare industry. Students will be exposed to the current state of healthcare industry security environments and the larger regulatory environment in which healthcare organizations operate. This is important in light of the recent move towards cloud-based electronic health records (EHRs) and third party-developed health applications. Further, issues relating to privacy/security, information governance and information risk assessment will also be covered. Finally, students will be exposed to interventions that can help mitigate the risks identified. PREREQ: INFO 2285

INFO 5524 Healthcare Workflow Process Analysis and Redesign: 3 semester hours.
The aim of this course is to provide a broad-based understanding of workflow processes in the healthcare industry. In particular, the course will develop skills necessary to critically analyze and redesign the patient flow processes and utilize health IT systems both in the administrative and clinical landscape to achieve greater operational efficiency and provide higher quality of care to patients. Quality improvement methods and tools as well as process change implementation, improvement, and management will also be discussed in this course. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PRE-or-COREQ: INFO 5520
INFO 5526 Health Data Analytics: 3 semester hours.
Introduction to and the use of intermediate analytical skills to identify trends, correlations to predict outcomes and provide meaningful recommendations. Variety of data sources and structures are identified and transformed into relevant information in the clinical context to recommend new treatments and technologies, improve effectiveness and efficiency, design and plan policy and programs, improve service delivery and operations, enhance sustainability, mitigate risk, and provide a means for measuring and evaluating critical organizational data that helps the healthcare organization to achieve increased quality of care and patient satisfaction. PREREQ: MGT 2217 or equivalent knowledge

INFO 5530 Web Application Development: 3 semester hours.
Focuses on the development of dynamic, online applications using a programming language like PHP or ASP.Net and a relational database. The course will consider Secure Software Implementation/Coding, which involves securing code practices, avoiding vulnerabilities, and reviewing code to ensure that there are no errors in the code or security controls. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 3307

INFO 5532 Mobile Application Development: 3 semester hours.
This course will introduce mobile app programming and provide theoretical and practical knowledge to design and build mobile applications. Students will learn various techniques in mobile app development using a programming language like Java. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 1182

INFO 5571 Computer Forensics Essentials: 1-3 semester hour.
Introduction to issues of both in data privacy and computer forensics - using available tools, learners can reveal the stored passwords on their computer and access previously deleted data. Explains the role of computer forensics in both the business and private world, identifies the current techniques and tools for forensic examinations; describes and identifies basic principles of good professional practice for a forensic computing practitioner; develops familiarity with forensic tools and application in different situations. Risk exposure for electronic commerce businesses; offenders and abuses; criminal opportunities; evidential aspects, case studies, E-discovery, forensic readiness corporate planning and response, from evidence collection to business continuity; testing vulnerabilities; reverse engineering. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 5507 and INFO 3380 or permission of instructor

INFO 5572 Cloud Security Essentials: 1-3 semester hour.
Cloud computing provides for distributed computing and data storage capabilities. Instead of buying large servers to store data and being saddled with the cost of building and maintaining those systems, users can now purchase those servers from a third party with the ability to expand or contract those needs as necessary. This course will look at current research results in cloud security in order to identify opportunities for continued research in this field. PREREQ: INFO 5507 and INFO 3380 or permission of instructor

INFO 5573 Continuous Monitor, Intrusion Analysis, Response: 1-3 semester hour.
Using principles continuous monitoring and baselines, develop knowledge and understanding of the strategies, techniques, and technologies used in attacking and defending networks and how to design secure networks and protect against intrusion, malware and other hacker exploits. Introduces methods of attacking and defending a network; design of secure information infrastructure; servers, networks, firewalls, workstations, and intrusion detection systems. Intrusion detection and network monitoring techniques; worms, viruses and other malware; operation, detection and response; principles of penetration testing for assessment of system security; hacker exploits, tools and countermeasures. Investigative techniques, ethical, legal and privacy issues. PREREQ: INFO 5507, INFO 5511, and INFO 3380 or permission of instructor

INFO 5574 SCADA Management and Lab: 1-3 semester hour.
Supervisory control and data acquisition systems are used to control many utility networks, chemical plants, pipelines and many other types of industries. This course will examine the vulnerabilities associated with these systems and discuss how they can be made secure from outside attack. Fundamentals of software-controlled processes will also be discussed. PREREQ: INFO 5511, INFO 5507, and INFO 3380 or permission of instructor

INFO 5582 Systems Development and Implementation Methods: 3 semester hours.
This course presents the process of software development and the methodologies to lower development costs, increase software reliability, decrease development time and ensure application development success. An overview and comparison of traditional and modern methods of software development are presented. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 5507

INFO 5584 Secure Software Life Cycle Development: 3 semester hours.
Provides an overview of the fundamentals of analysis to support decision makers in achieving organizational results. Students become familiar with the tools needed to frame problems, analytical techniques to generate and test hypotheses, and the skills to interpret the results into meaningful information. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 5507

INFO 5586 Data Analytics: 3 semester hours.
Provides an overview of the fundamentals of analysis to support decision makers in achieving organizational results. Students become familiar with the tools needed to frame problems, analytical techniques to generate and test hypotheses, and the skills to interpret the results into meaningful information. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: MGT 2217

INFO 5587 Software Systems Study: 3 semester hours.
In today's interconnected world, security must be included within each phase of the software lifecycle. This course contains the largest, most comprehensive collection of best practices, policies, and procedures to ensure a security initiative across all phases of application development, regardless of methodology. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: INFO 5507

INFO 5588 Secure Software Life Cycle Development: 3 semester hours.
In today's interconnected world, security must be included within each phase of the software lifecycle. This course contains the largest, most comprehensive collection of best practices, policies, and procedures to ensure a security initiative across all phases of application development, regardless of methodology. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: MGT 2217

INFO 5591 Seminar in Informatics: 3 semester hours.
Reading, discussion, and reporting on selected topics. May be repeated for up to 6 credits with permission of instructor. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: Graduate status in Business and permission of instructor

INFO 5592 Special Problems in Informatics: 1-3 semester hour.
Research and reports on problems or topics in informatics. May be repeated for up to 9 credits with different content. PREREQ: Graduate status in Business and permission of the Chair
INFO 5593 Informatics Internship: 1-3 semester hour.
Significant business experience coordinated by the faculty to provide broad exposure to informatics issues. Letter grade assigned. May be repeated for a total of 3 credits

INFO 5599 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

INFO 6528 Electronic Health Records: 3 semester hours.
Introduces students to Electronic Health Records (EHR), which aggregate patient health information across healthcare organizations, providers, and consumers. Students will learn the technical infrastructure required for EHRs including distributed architecture, network and security design, and configuration approaches to support these designs. The course may also discuss vendor and product selection along with best practices for deploying and the transition to EHRs. Students will have hands-on learning experience through simulated EHR activities in different roles within an ambulatory care setting. PREREQ: INFO 5507

INFO 6540 Health Clinical Practicum: 3 semester hours.
Provides the students with the opportunity to observe and perform various supervised health informatics-related activities in one or more clinical departments. 8 hours per week. NOTE: Some facilities may require a background check. When required, this check will be conducted at the student's expense

INFO 6610 Advanced Information Assurance: 3 semester hours.
Network and IS security issues, risk assessment, technological, and procedural security measures; computer fraud and privacy issues; hacker attacks, phone fraud, denial of service, and virus and worm attacks; laboratory and professional practice

INFO 6620 Advanced Systems Analysis and Design: 3 semester hours.
This course builds on basic system analysis and design concepts including distributed systems analysis and design. Use cases, quality assurance, and performance metrics are investigated. The course will also introduce students to some of the most significant trends, issues, and research results in system analysis, architecture, and design

INFO 6630 Advanced Data Management: 3 semester hours.
This course builds on basic database design and implementation concepts. New developments in database technology are discussed. Students examine the impact of emerging database standards and evaluate the contribution of new approaches to practical implementations of data management

INFO 6640 Advanced Data Analytics: 3 semester hours.
This course covers advanced analytical techniques and methods designed to resolve key management issues. Students will learn to resolve issues involving risk and sensitivity and learn to identify patterns of performance, working toward a goal of recognizing insights into the data that will support good decision making. Students may work with a large dataset to convert it to meaningful information by using the analytical tools learned in class

INFO 6650 Thesis: 1-6 semester hour.
1-6 credits. Graded S/U. May be repeated

INFO 6660 Informatics Project: 1-3 semester hour.
A significant project involving informatics toward the completion of the M.S. program with non-thesis option. Includes a report and oral examination. Graded S/U. May be repeated

INFO 6670 IT Project Management: 3 semester hours.
This course provides an information systems orientation for project management. Students learn techniques for planning, organizing, scheduling, and controlling information systems projects, including software cost estimation and software risk management. Establishing project communications, change management, quality assurance, and managing distributed software teams and projects are among the topics discussed

Management Courses

MGT 5510 Entrepreneurship: 3 semester hours.
Developing new business ideas, initiating a new enterprise, bringing new technology to the market; applying sound business practices involving management, marketing, accounting, finance, and informatics to accommodate changing market conditions

MGT 5520 Native American Organizational Systems: 3 semester hours.
Analysis of factors and dimensions to be considered in the structure and design of contemporary Native American organizations. Comparison of contemporary Native organizational systems with traditional Native organizational approaches and contemporary non-Native organizations. Specific graduate level activities and/or performances will be identified in the course syllabus

MGT 5522 Native American Enterprise: 3 semester hours.
Approaches, strategies, and models utilized in developing tribally-owned and privately-owned Native American businesses across the U.S. and Canada. Analysis of social, economic, and environmental contingency factors that contribute to successful establishment of Native American businesses. Specific graduate level activities and/or performances will be identified in the course syllabus

MGT 5530 Advanced Operations and Production Management: 3 semester hours.
Study of problems on line management in organizations. Major sections include strategy, process analysis, personpower planning, inventories, scheduling, and control of operations. Emphasizes both behavioral and technical aspects of problem solving in the area of operations management

MGT 5534 Productivity and Quality: 3 semester hours.
Study of the factors involved in an organization's productivity and quality of product or service

MGT 5541 Organizational Behavior: 3 semester hours.
Case study approach designed to encourage independent thought in the application of behavioral theories and concepts of organizational problems. Emphasis on integrating theoretical concepts with patterns of organizational direction, control, communications and decision-making. PREREQ: MGT 3312 or MBA 6612

MGT 5550 Manufacturing Strategy: 3 semester hours.
Study of the various production alternatives as critical factors in a company's competitive strategies

MGT 5561 Business Law: 3 semester hours.

MGT 5562 Issues in Business and Society: 3 semester hours.
Seminar course designed to focus thinking on critical issues facing managers in making decision choices regarding employees and other stakeholder groups, the community, and the environment

MGT 5563 Business Law Concepts: 1 semester hour.
Legal and regulatory environment of business. Topics include: tort law, product liability, contracts, sales of goods, employment law, securities regulation, and bankruptcy
MGT 5565 International Business: 3 semester hours.
Special emphasis on managerial functions and critical elements of the management process in a firm operating under foreign economic, technological, political, social and cultural environments.

MGT 5573 Human Resource Management: 3 semester hours.
Introduction to the methodology of employee selection, employment and development; personnel supervision and management; financial compensation; job analysis; behavioral tools and techniques employed to deal with personnel problems and contemporary problems of personnel management.

MGT 5574 Advanced Human Resource Management: 3 semester hours.
In-depth study of selected personnel/human resources management topics, including employee selection, performance evaluation, and compensation administration. PREREQ: MGT 4473 or MGT 5573, and MGT 2217

MGT 5580 Labor and Employment Law: 3 semester hours.
Study of state and federal laws, domestic and foreign, governing employment relationships, including labor-management relations, discrimination and employee rights, work-place safety, compensation and benefits, and related topics.

MGT 5582 Project Management: 3 semester hours.
Philosophy and tools of project management focusing on applied methodologies. Addresses project scope, breakdown structure, schedules, and closure following professionally accepted industry standards.

MGT 5583 Industrial Relations: 3 semester hours.
Integrated study of principles and practices of collective bargaining and industrial relations. Discussion of methods and techniques in dealing with labor-management problems arising out of contract negotiations and administrations.

MGT 5591 Seminar in Management and Organization: 3 semester hours.
Reading, discussion, and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. May be repeated with instructor's permission for up to 6 credits. May be graded S/U.

MGT 5592 Special Problems in Management and Organization: 2-3 semester hour.
Research and reports on selected problems or topics in management and organization. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under a different title for a maximum of 9 credits with the permission of the major advisor and the Dean.

MGT 5599 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.

MGT 6675 Environmental Management: 3 semester hours.
The study of environmental issues in managerial decision-making. Total cost/benefit analysis, political ramifications, publicity, ethical considerations, global issues. Analysis of various business functions and their impact on short- and long-term concerns.

MGT 6699 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.

Marketing Courses

MKTG 5505 Personal Selling and Sales Force Management: 3 semester hours.
Attention given to product features, buying motives, selling points, principles and practices of selling, psychology of salesmanship, sales problems, personal requirements, opportunities. Determination of the amount and allocation of personal sales effort to be applied to the market and methods of organizing, evaluating, and controlling this effort. PREREQ: MKTG 2225 or MBA 6613

MKTG 5510 Entrepreneurship: 3 semester hours.
Developing new business ideas, initiating a new enterprise, bringing new technology to the market; applying sound business practices involving management, marketing, accounting, finance and informatics to accommodate changing market opportunities. Equivalent to MGT 5510. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus.

MKTG 5521 Services Marketing: 3 semester hours.
Examines the development, promotion, and management of services. Topics covered include strategic planning, delivery channels and promotional challenges inherent to services.

MKTG 5526 Marketing Research: 3 semester hours.
Evaluation and study of providing relevant marketing information to management. Emphasizes problem formulation, consideration of data sources, means of acquiring information, sampling, interpretation of results.

MKTG 5527 Consumer Behavior: 3 semester hours.
In-depth analysis of the internal and external influences of consumer behavior and decision-making, including learning, perception, cultural values, group influences, and a range of psychological and sociological concepts. This advanced study of consumer behavior will include analysis of a consumer dataset, as well as case studies highlighting concepts under investigation, and a consumer behavior audit. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: MKTG 2225 or MBA 6613

MKTG 5528 Integrated Brand Promotion: 3 semester hours.
Planning and execution of advertising, sales promotion, and public relations programs developed into an integrated brand promotion program. Includes development of Integrated Brand Promotion plan. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: MKTG 2225 or MBA 6613

MKTG 5532 New Product Management: 3 semester hours.
Analysis of new product ideas: screening, business analysis, prototype development, market testing, and commercialization of goods and services. Includes diffusion of innovation issues in consumer and industrial markets.

MKTG 5565 International Marketing: 3 semester hours.
Comparative marketing arrangements are examined. Covers factors which need to be recognized by international marketing managers in analyzing markets, covering foreign operations, and assessing economic, cultural, and political aspects of international markets.

MKTG 5575 Competitive Intelligence: 3 semester hours.
How to use competitive intelligence to gain strategic advantage. Includes understanding of information gathering techniques, the conversion of information into intelligence, various analysis methodologies, and intelligence dissemination processes.

MKTG 5580 Marketing on the Internet: 3 semester hours.
Understanding and using the Internet for marketing communications. Includes evaluating current sites, developing skills for authoring HTML pages, and developing an Internet marketing strategy and site for an organization.

MKTG 5591 Seminar in Marketing: 3 semester hours.
Reading discussion, and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. May be repeated with instructor's permission for up to 6 credits.
MKTG 5592 Special Problems in Marketing: 2-3 semester hours.
Research and reports on selected problems or topics in marketing. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under a different title for a maximum of 9 credits with the permission of the major advisor and the Dean

MKTG 5599 Experimental Course: 1-6 semester hours.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

MKTG 6699 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

Master of Bus Admin Courses

MBA 5599 Experimental Course: 1-6 semester hours.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

MBA 6610 Applied Economics: 3 semester hours.
Applied principles and techniques of analysis in micro and macro economics. Equivalent to ECON 6610

MBA 6611 Financial Reporting and Managerial Accounting: 3 semester hours.
Integrates study of accounting concepts with understanding of financial reports. Use of accounting information in managerial decision making and control

MBA 6612 Human Behavior in Organizations: 3 semester hours.
Study of human behavior in organizations. Decision-making and problem-solving, interpersonal relations and communications, and negotiations

MBA 6613 Marketing: 3 semester hours.
Analysis of forces producing changes in general business conditions. Principles of market-driven decision-making. Application to marketing management decisions and marketing strategy

MBA 6614 Operations Management: 3 semester hours.
Decision-making techniques for analysis of operational systems. Topics include operations/production planning, process analysis, project planning and control, and quality control. Include GC, MBA

MBA 6615 Finance: 3 semester hours.
Study of the allocation of scarce resources, domestic and international financial management

MBA 6616 Business Policy: 3 semester hours.
Study of strategic decision-making in a firm and its relation to the functional area of a business. Techniques of industry analysis. Study of ethics/social responsibility in the business organization

MBA 6619 Statistical Tools for the MBA: 1 semester hour.
This course provides a review of basic statistics for MBA students. Because it is a tools' course that is applicable to other courses in the MBA program, it should be taken early in the student's program. The course covers summary statistics, descriptive measures, basic probability theory, normal distributions, confidence intervals, and simple and multiple linear regressions. Microsoft Excel will be used to analyze data

MBA 6620 Quantitative Information for Business Decisions: 3 semester hours.
Development and use of financial and non-financial information to support business analysis and decision-making. Develops and applies analytical tools and framework through readings and case analysis

MBA 6621 Managerial Decision Making: 3 semester hours.
Study of the environment in which managerial decisions are made. Includes issues of organizational change, leadership, values, regulation, corporate culture and process, and organizational diversity

MBA 6622 Finance in an Integrated Environment: 3 semester hours.
Integrated analysis of a firm's decisions with emphasis on the financial aspects of these decisions

MBA 6623 Marketing in an Integrated Environment: 3 semester hours.
Integrated analysis of a firm's decisions with emphasis on the marketing and distribution aspects of these decisions over time. Analysis of decisions involving product development and market strategy

MBA 6624 Information Technology in Business: 3 semester hours.
The use and assessment of information technology in organizations. Focus is on strategic and integrative issues

MBA 6625 Managerial Control Systems: 3 semester hours.
The managerial and strategic use of control systems. The impact of control systems on organizational behavior and decision making

MBA 6626 Business Policy and Strategy in a Global Environment: 3 semester hours.
Strategic management of the firm, with emphasis on industry analysis, strategy formulation, implementation, cultural diversity in a global environment

MBA 6628 Business Applications: 3 semester hours.
Student teams participate in applied business projects or manage a simulated company's operations. Focus is on enhancing broad-based skills developed in other MBA courses. This course must be taken in the last semester in which a student is enrolled. If a student's last semester is summer, this course should be taken the preceding spring. PREREQ: MBA 6623. PREREQ or COREQ: MBA 6626

MBA 6629 Competitive Advantage Along the Value Chain and Negotiations: 3 semester hours.
The first module of this course is directed at improving firm performance across elements of the value (supply) chain. Students will investigate the approaches firms are using to better manage the business processes they use to acquire, transform, and move materials, services, information, and capital. The second module on negotiations will introduce the concepts of collective deal-making and dispute resolution in dyadic and multiparty negotiations with an emphasis on hands-on skill building

MBA 6630 Accounting for Managers: 2 semester hours.
Introduces the basic concepts of financial and managerial accounting. Focuses on the conceptual foundation, which is essential to understanding accounting as an information system for management. Major topics include the accounting process, income determination, financial reporting, foundations of managerial accounting, operations planning and control, and performance evaluation

MBA 6631 Managing Change in Organizations: 2 semester hours.
Explores the issues, techniques, and dilemmas associated with the planning, introduction, implementation and maintenance of organizational change programs. The course emphasizes both theory and application

MBA 6632 Capital Management: 2 semester hours.
This course covers the management of short-term and long-term assets and liabilities. Working capital management topics include cash management, inventory management, accounts receivable and accounts payable management, and the cash budget. The course acquaints students with the means of raising capital for firms via private equity, venture capital, IPOs, and seasoned offerings. Other topics include cost of capital along with its associated modern portfolio theory, mergers and acquisitions, corporate restructuring, and international corporate finance
MBA 6633 Marketing Management: 2 semester hours.
This course explores the marketing function of organizations with an emphasis on the development of long-term customer relationships. Topics include consumer behavior, customer satisfaction and loyalty, as well as the elements of the marketing mix (product, price, place, and promotion)

MBA 6634 Business Analytics: 2 semester hours.
This course provides an introduction to the field of business analytics, which has been defined as the extensive use of data, statistical and quantitative analysis, descriptive and predictive models, and fact-based management to drive business decisions and actions. The development and use of data warehouses and data marts to support business analytics is discussed. The use of key performance indicators, dashboards, and scorecards for performance management and opportunity assessment are addressed. Text and web mining are discussed, and the application of selected data mining techniques to business decision making situations is illustrated. Students actively participate in the delivery of this course through case and project presentations

MBA 6635 Value Chain Management: 2 semester hours.
Course is directed at improving firm performance across competitive priorities thus creating value for the firm - through developing, managing, and enabling the elements of the value (aka supply) chain. Integration within a firm and across the supply chain will be the constant theme. The student will investigate the approaches firms are using to better manage the business processes they use to acquire, transform, and move materials, services, information, and capital

MBA 6636 Corporate and Competitive Strategy: 2 semester hours.
Course covers the strategic direction setting activities of the firm, the corporate and business level strategies designed to achieve organizational objectives, and the implementation of those strategies. International issues in strategy making and execution are also considered. The course focuses on both theory and application

MBA 6637 Introduction to Business Analytics: 3 semester hours.
Survey course that includes topics from the four major areas of business use of data analytics: data visualization, modeling, predictive analytics, and data mining. Additionally, the course will include discussion of data warehousing and data cleaning. Using a variety of software packages, students will be expected to do case work with data providing an executive summary with supporting statistical analyses for business decision making

MBA 6639 MBA Paper: 3 semester hours.
May be repeated

MBA 6640 Quantitative Tools for Managers: 1 semester hour.
This course provides students with quantitative tools used in accounting, finance, management, information systems, and marketing. Specific applications include time value techniques and various topics in business analytics. Using Microsoft Excel, students build complex spreadsheet models in areas such as valuation, forecasting, business analysis, decision analysis, optimization, and risk analysis

MBA 6641 Leadership in Organizations: 1 semester hour.
Explores the importance of leadership to organizational success. Focuses on theoretical models, practical examples, and skill development

MBA 6642 Capital Investment Analysis: 1 semester hour.
This course reinforces and extends financial decision-making tools in the areas of capital investment analysis. In addition to understanding the calculation and interpretation of traditional techniques such as net present value, internal rate of return, profitability index, and many others, students will understand the relationships between these measures along with their strengths and weaknesses. Students will also learn to calculate and interpret basic real options and conduct risk analysis, cash flow analysis, and review basic cost of capital analysis

MBA 6643 Marketing Analytics: 1 semester hour.
This course examines the analytics that marketing managers require in making strategic marketing decisions. Topics include customer-based marketing metrics such as satisfaction, retention, and loyalty, and the impact these metrics have on an organization's performance-based metrics

MBA 6644 Strategic Business-IT Alignment: 1 semester hour.
This course provides an overview of the most widely adopted IT governance and management frameworks and describes specific IT management processes and decisions that require substantive business involvement required to achieve strategic business alignment

MBA 6645 Negotiation and Decision Making: 1 semester hour.
Introduction to the concepts of negotiation with emphasis on building students' skills in multiple phases of negotiation. Applies prescriptive and descriptive negotiation and decision making theory to dyadic and multiparty negotiations to analyze collective decision-making, deal-making, and dispute resolution in business and non-business contexts. Significant emphasis on experiential exercises and skill-building activities

MBA 6646 Business Ethics: 1 semester hour.
Course presents frameworks for ethical decision-making in business. Students will learn and apply the frameworks to complex business problems that contain ethical dilemmas

MBA 6650 Thesis: 1-6 semester hour.
May be repeated. Graded S/U

MBA 6692 Special Problems in Business Administration: 2-3 semester hour.
Research readings or reports on selected problems and topics. May be repeated under a different title for a maximum of 6 hours credit. Requires the consent of the instructor

MBA 6693 Graduate Internship: 1-3 semester hour.
A program of significant business experience coordinated by the faculty to provide broad exposure to issues. May be repeated for up to 3 credits. Graded S/U

MBA 6699 Experimental Course: 1-6 semester hour.
This is an experimental course. The course title and number of credits are noted by course section and announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated

Health Care Admin Courses

HCA 5550 Special Topics in Healthcare: 1-3 semester hour.
Topics relevant to health professionals. May be repeated for up to 9 credits with different titles or content. Graded S/U

HCA 5553 Healthcare Finance: 3 semester hours.
The application of financial management principles, practices, and techniques used in healthcare organizations. An understanding and analysis of how these financial tools are used in decision making and how they are integrated into the healthcare organization's planning process. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus. PREREQ: ACCT 2202 and FIN 3315 or equivalent

HCA 5565 Health Care Operations and Quality: 3 semester hours.
This capstone course in health care administration addresses the application of managerial concepts and practices within various health care environments, including acute, ambulatory, mental health, and long term care organizations. Topics include issues/trends and best practices related to governance, leadership, management; planning and marketing; quality assessment/operations improvement; and maximizing human resources and financial performance. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus
HCA 5573 Marketing for Health Care Organizations: 3 semester hours.
Introduction to basic marketing management issues as they pertain to healthcare. Current marketing trends in the health care marketplace. Consumer orientation, health care marketing plans, and strategy development. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus.

HCA 5575 Health Law and Bioethics: 3 semester hours.
This course develops a roadmap to facilitate risk management in the provision of healthcare services. Issues addressed include regulation and licensure, liability, selected aspects of public programs, and ethical issues regarding death, reproduction, and research. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus.

HCA 5595 Administrative Internship: 4 semester hours.
During the internship experience, students work in a health or human services organization, performing various duties and being exposed to various aspects of managerial careers in health services management. Specific, evaluated graduate-level activities and/or performances are identified in the course syllabus.

HCA 5599 Experimental Course: 1-6 semester hour.
This course is not described in the catalog. The course title and number of credits are announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.

HCA 6610 Industry in Transition: 2 semester hours.
Current readings from the popular and academic literature are used to explore and to understand the critical aspects of access, cost, and quality healthcare delivery across all areas of the industry.

HCA 6615 Health Services Management: 3 semester hours.
Determination and fulfillment of mission, plans, and structure, motivating individuals, and managing activities to support people in their work and in the achievement of their goals.

HCA 6620 Economics and Reimbursement: 2 semester hours.
In-depth synthesis of the insurance and reimbursement practices in today's healthcare environment, and the economic foundations upon which they are based.

HCA 6625 Healthcare Law and Bioethics: 3 semester hours.
Comprehensive coverage of legal issues and the ethical implications of the law as applied to regulation and licensure, health care financing, Medicare and Medicaid, health care reform, and other relevant current issues.

HCA 6630 Financial Management: 3 semester hours.
The application of financial management principles, practices, and techniques used in healthcare organizations. Financial tools as decision making, strategy, and planning tools.

HCA 6635 Healthcare IT and Quality: 2 semester hours.
Healthcare IT management framework, hardware and software, project management, and the collection, use, security of health information, external accreditation processes, and internal quality improvement programs.

HCA 6640 Healthcare Policy: 2 semester hours.
The formulation of priorities, development of legislation, implementation of legislative provisions through administrative action, and their effect on population health.

HCA 6645 Strategic Management: 3 semester hours.
An integration of the principles of organization management, finance, and marketing. Market analysis and positioning including strategic planning and new program development. The leader's role in strategy formulation and implementation.

HCA 6651 Masters Project: 1-3 semester hour.
Under the guidance of a supervising committee, each student will conduct an in-depth project specific to a current issue or problem in healthcare management. Written documentation and an oral defense of the project are required. Must be taken for three credits the first time this course is taken. May be repeated for variable credit thereafter: 1 to 3 credits. Graded S/U.

HCA 6660 Applied Research: 3 semester hours.
Students will develop the knowledge and skills needed to investigate and address important issues in health organizations using the methods of health services research, as well as to effectively use and evaluate the published literature. How to identify and define a question that is researchable, appropriately use primary and secondary data, choose and execute appropriate research designs, and select and apply appropriate qualitative, quantitative, survey, and evaluation methods.

HCA 6665 Health Insurance and Reimbursement: 3 semester hours.
Introduction to, and analysis of, health insurance in the United States. Select topics include reimbursement systems, public and private health insurance; their impact on patients, organizations, society, care delivery modes, and clinical and managerial quality.

HCA 6670 Applied Topics in Health Care: 3 semester hours.
Advanced readings and analysis in the areas of health economics, health finance, social aspects of medicine, bioethics, public health, and epidemiology.

HCA 6682 US Health Systems and Policy: 3 semester hours.
An examination of US health industry, systems, and organizations from the four-point perspective of access, quality, finance, and policy.

HCA 6691 Independent Problems in Health Care Administration: 1-3 semester hour.
Individual work under faculty guidance. May be repeated for up to 6 credits.

HCA 6699 Experimental Course: 1-6 semester hour.
This course is not described in the catalog. The course title and number of credits are announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated.