

COLLEGE OF ADMINISTRATIVE SCIENCE

202 Administrative Science Building
Telephone: (256) 824-6735
Email: deanadsc@uah.edu

Degrees:

Master of Accountancy
Master of Science in Management Information Systems
Master of Science in Management

Dean: C. David Billings, B.S., Ph.D., Professor of Finance

Associate Dean: J. Daniel Sherman, B.S., M.A., Ph.D., Professor of Management

Accounting and Information Systems

126 Administrative Science Building
Telephone: (256) 824-6159
Email: acc-mis@uah.edu.
Chair: Jatinder Gupta, Professor

Professor:

Gupta, J.; supply chain management

Associate Professors:

Bryson, R.E., Jr.; financial accounting
Pendley, J.; accounting information systems

Assistant Professors:

Kile, C.; financial statement analysis, accounting theory
Li, X.; management information systems
Maddocks, P.M.; auditing, accounting information systems
Mok, W.Y.; management information systems
Reed, D.; financial accounting, not-for-profit and government accounting

Economics and Finance

333 Administrative Science Building
Telephone: (256) 824-6590
Email: wilhitea@uah.edu
Chair: Allen Wilhite, Professor

Professors:

Billings, C.D.; government financial management, systems analysis
Bond, M.S. (Emeritus); comparative economic systems and history of economic thought
Evans, D.A.; behavioral finance
Paul, C.W. II (Emeritus); applied microeconomic theory, public choice
Schnell, J.F.; industrial relations, labor economics
Schoening, N.C.; regional economics
Stafford, E.F., Jr.; production scheduling, systems simulation, manufacturing
Wilhite, A.W.; computational economics, agent-based modeling

Associate Professors:

Allen, W.D.; applied microeconomics, labor economics
Burnett, J.E.; investments
Tseng, F.T.; management science, production/operations management

Assistant Professor:

Hall, T.; financial institutions and regulation

Lecturer:

Ballenger, J.P.; software engineering

Management and Marketing

355 Administrative Science Building

Telephone: (256) 824-6680

Email: mgt-mkt@uah.edu

Chair: James T. Simpson, Professor

Professors:

Gramm, C.L.; industrial and labor relations, human resource management

Graves, B.B. (Emeritus); strategic management

McCollum, J.K. (Emeritus); labor relations, organizational theory

Rhoades, R.G.; management of R & D

Sherman, J.D.; organizational behavior, theory, management of innovation

Simpson, J.T.; marketing channels, marketing high technology products

Souder, W.E. (Emeritus); management of technology

Associate Professors:

Berkowitz, D.; marketing strategy, new product development

Wren, B.M.; market research, sales, business-to-business marketing

Assistant Professors:

Bao, Y.; consumer behavior, international marketing

Weatherly, E.W.; human resource management, strategy

Accreditation and Membership

The Bachelor of Science in Business Administration (B.S.B.A.), the Master of Accountancy (M.Acc.), the Master of Science in Management (M.S.M.), and the Master of Science in Management Information Systems (M.S.M.I.S.) programs offered by the College of Administrative Science are accredited by AACSB International - The Association to Advance Collegiate Schools of Business.

The AACSB International is a not-for-profit corporation comprised of member organizations and institutions devoted to the promotion and continuous improvement of higher education for business administration and management. Organized in 1916, AACSB International is the premier accrediting agency for bachelor's, master's and doctoral degree programs in business administration and accounting.

The College is a member of the Association for University Business and Economic Research (AUBER). Organized in 1947, AUBER is the professional association of business and economic research organizations in universities.

The College is a member of the Alabama Small Business Development Consortium (ASBDC). The ASBDC provides management counseling and training to small business owners throughout Alabama.

Mission

The College of Administrative Science strives to meet the educational needs of our students by being the premier business school in north Alabama and a superior center for research in business including management of science and technology.

Center for the Management of Science and Technology (CMOST)

350 Administrative Science Building
Telephone: (256) 824-6407
Email: cmost@uah.edu

The Center for the Management of Science and Technology's broadest goal is to improve the state-of-the-art in the management of organizations that are substantially impacted by science and technology. Specifically, CMOST is devoted to the development of new practices appropriate for the management of high technology commercial and governmental organizations. CMOST conducts research to develop new management strategies, techniques and competencies to help firms manage the high risks and uncertainties that characterize Huntsville's high technology industry. In addition, the Center's staff does contract research on business, management and economic problems for governmental organizations and private industry.

Center for Management and Economic Research (CMER)

350 Administrative Science Building
Telephone: (256) 824-6407
Email: cmer@uah.edu

The center stimulates expansion of North Alabama's economy by helping local managers define and realize growth opportunities and solve specific problems. It serves individuals and organizations through management and technical assistance, dissemination of economic and socio-economic information, and conducting research studies. Special emphasis is placed on businesses in technological fields.

Assistance areas include computer information systems, accounting, marketing, business strategy, human resource management, labor relations, organizational behavior, and organizational development.

CMER offers customized training programs for business and organizations. Training areas include microcomputer applications, accounting information systems, marketing, finance, competitive positioning, communication, strategic management, organizational design, and international business.

The center conducts research studies for organizations. Typical studies include economic impact studies, benefit cost analysis, fiscal impact analysis, and technology assessment.

NorthEast Alabama Regional Small Business Development Center

225 Church Street
Telephone: (256) 535-2061
Email: smallbus@hsvchamber.org

The NorthEast Alabama Regional Small Business Development Center (NEAR SBDC) provides assistance to small businesses and aspiring entrepreneurs. The mission of NEAR SBDC is to help small businesses survive and grow. The Center provides four types of assistance: business management counseling, startup counseling, training/workshops, and a resource library.

Small business owners or managers receive professional assistance and direction in operating a business profitably. This may include counseling in one or more of the following areas: financial capital, business planning, personnel, record keeping, licensing, taxes, intellectual property, government procurement, governmental regulations, marketing, commercialization, small business innovation and research programs, market research, inventory control, or how to conduct a feasibility study. Small business reference materials (books and videos) are maintained in the NEAR SBDC reference library. Small business owners and entrepreneurs may visit the center and use business planning guides, watch or check out one of more than two dozen videos on business

management, or work interactively with Internet, Electronic Data Interchange demos, and Electronic Commerce demos. For additional information, contact NEAR SBDC, P. O. Box 168, Huntsville AL 35804-0168; FAX: (256) 535-2050.

Executive Education Program

The executive education program is designed to assist the members of the business, industry, and governmental communities in keeping abreast of changes in a complex environment. The College of Administrative Science offers an interactive blend of management educational programming ranging from one-session seminars on specific problems to a substantial sequence of classes custom tailored for corporate and governmental audiences. For more information, contact the Executive Education Program Office. Mail: ASB 202, UAH, Huntsville AL 35899. Phone: (256) 824-6735. FAX: (256) 824-6328. Email: executiv@uah.edu.

Master of Science in Management

Purpose

The Master of Science in Management (M.S.M.) program is designed as a specialized graduate degree in business administration offering a unique education in the management of technology. The educational emphasis of the program builds upon knowledge and skills in all of the business disciplines to prepare students to apply them to the special needs of the technology based and technology-impacted organizations in the Huntsville region and beyond.

The M.S.M. program was fashioned to be an interdisciplinary program in business for practicing administrators, primarily for early- and mid-career managers. The typical student has an educational background in business, engineering, or science, but aspires to mid-level and upper-level managerial positions in organizations in technology-driven environments. The curriculum is designed to accommodate students from the liberal arts and other non-business backgrounds. The students in this program are more mature than traditional full-time students. Most have been out of school and employed full-time from five to fifteen years. They aspire to upward career mobility or are seeking to change career paths.

The M.S.M. program is recognized internationally through accreditation by AACSB-The International Association for Management Education and nationally by the National Research Council when it named the program as one of nineteen programs in the nation with a major thrust in the management of technology.

The M.S.M. program emphasizes the development of integrative systems thinking skills in order to build capable, creative managers able to face successfully both external challenges such as rapid technological change and increasing environmental complexities, and internal issues such as changing employee expectations and methods of increasing productivity.

The program orients students to the rigors of holistic thinking about technology-driven problems and opportunities, introduces students to concepts and tools from all the business disciplines to operate in a technological environment, draws on the expertise of managers from the technology-based and technology-impacted firms in the Huntsville area who daily face technology problems, and instills a commitment to teamwork.

The program recognizes the influence of computer technology on all management processes by thoroughly integrating computer applications into coursework. It increases skills in information management through the use of computerized classrooms, laboratories and computer-assisted instruction.

The curriculum provides instruction in financial reporting, analysis and markets; domestic and global economic environments of organizations; creation and distribution of goods and services; and human behavior in organizations. It provides advanced study in decision science and human aspects of organizational problem-solving. It provides education in managing technological innovations and processes, and integrating technology into the organization's strategic objectives. It

addresses such issues as analyzing problems through economic and financial frameworks, developing and using information systems, providing information on accounting costs, marketing, managing the development of technology, reducing new product development time, managing technical professionals, and integrating technology into the overall strategic objectives of the organization.

Admission Procedures

Individuals who are interested in obtaining application forms and information concerning admission procedures should contact the College's Associate Dean, Room 102, Administrative Science Building. The telephone number is (256) 824-6024. The email address is gradbiz@uah.edu. The College's home page can be accessed through:

<http://www.uah.edu/colleges/adminsci/>.

Admission to the MSM program is granted to students who show high promise of success in graduate management study and who hold baccalaureate degrees from approved institutions. Individuals with baccalaureate degrees in any field of study are eligible to apply to the M.S.M. program. Students may have backgrounds in such diverse fields as engineering, business, liberal arts, education, science, and healthcare. Highly qualified science and engineering students seek the M.S.M. degree to broaden their educational backgrounds and to prepare for careers in management. Highly qualified business students seek the M.S.M. degree to prepare for technology-based or technology-impacted management positions.

Admission to the program is competitive. It is based on an applicant's undergraduate academic performance and scores on the Graduate Management Admission Test (GMAT). Scores on the Test of English as a Foreign Language (TOEFL) also are required for the applicant whose native language is not English.

The GMAT measures general verbal, mathematical, and analytical writing skills that are developed over a long period of time and are associated with success in the first year of study at graduate schools of management. The GMAT does not presuppose any specific knowledge of business areas.

The GMAT is a Computer Adaptive Test (CAT) given throughout North America and at many international sites. The test is administered through individually scheduled appointments. Applicants may arrange to take the GMAT by making application to: Graduate Management Admission Test, Educational Testing Service, P. O. Box 6103, Princeton, NJ 08541-6103. Other points of contact are: Phone (609) 771-7330; email gmata@ets.org; and their website: <http://www.gmat.org>. Applications to take the GMAT may be obtained from the College's Associate Dean, Room 102, Administrative Science Building. Indicate on the GMAT application that a copy of the test score be sent to the College of Administrative Science, the University of Alabama in Huntsville, Huntsville, AL 35899. The institution code for UAH is 1854.

In order for applicants to receive full consideration from the admissions committee, all applications materials (graduate application, official copies of all transcripts, and official GMAT score report) should be received in a timely manner. Use the following dates as a guideline:

<i>For admission in</i>	<i>Preferred date for all materials</i>	<i>The latest date for all materials</i>
Fall semester	June 1	August 10
Spring semester	October 1	December 10
Summer term	March 1	May 1

There is no guarantee that materials received after the latest guideline dates will be processed in time for enrollment in the next semester. Incomplete applications that cannot be processed will be considered for the next semester. Applicants should allow about three weeks from the date the GMAT is administered for official scores to reach the College. Adequate lead time should also be allowed for the receipt of official transcripts from other universities.

Admission Requirements

Once an applicant has submitted an application, transcripts from all institutions, and a GMAT score report, the applicant's file will be reviewed by a faculty committee. Successful applicants may be admitted in one of the following two categories:

1. Unconditional Admission

Applicants will be considered for unconditional admission if they obtain a GMAT total score of at least 450, and an index of at least 1000 based on the formula: 200 times the overall undergraduate grade-point average (based on a 4.0 scale) plus the GMAT total score. The foregoing are minimum requirements. Applicants meeting the requirements are not guaranteed admission into the M.S.M. program. In making the admission decision the Admissions Committee also considers the applicant's baccalaureate program of study, verbal skills, quantitative skills, writing skills, and work experience.

2. Conditional Admission

An applicant whose scholastic record does not fully meet the requirements for unconditional admission may, upon recommendation of the faculty admissions committee and with approval of the graduate dean, be admitted on a conditional basis. Conditionally admitted students must still obtain a GMAT total score of at least 450 to show high promise of success in graduate management study, but they may have a deficiency in an important academic area. If the deficiency can be remedied with additional coursework, a student admitted on a conditional basis may be required to complete additional undergraduate coursework in the area of deficiency during the first semester of study. Coursework must be completed with a minimum grade of B.

Students who are admitted conditionally and fail to obtain an overall grade average of B (3.0) by the end of the semester in which they complete 12 hours of graduate coursework will be dismissed from the College's graduate programs.

International Students

International students must meet further admission requirements in addition to those listed above. International students whose native language is not English must score at least 550 (213 computer-based) on the TOEFL examination and at least 18 on the verbal section of the GMAT. Exceptions to this requirement are made for international students already possessing an undergraduate or graduate degree from a U.S. university.

If admitted, most international students whose native language is not English must take an English Language Placement Test when they arrive. Any English language deficiencies must be remedied through required English as a Second Language (ESL) courses. For exceptions to this requirement, see the section on Graduate Admissions Information.

All international students must have their transcripts evaluated by a foreign credential evaluation service to determine the U.S. equivalency of their degrees and coursework. Several services provide these evaluations, including World Education Services (WES), P.O. Box 745, Old Chelsea Station, New York, NY10113-0745. Applicants should request both an evaluation of degree equivalency and a course-by-course evaluation.

International students should begin the application process at least six months prior to the desired enrollment date.

Advisement and Registration Procedures

After being admitted to the program, each student should meet with the M.S.M. Program Advisor to outline a degree program, including choice of electives. Each student must file a Program of Study before the completion of 12 hours of graduate work. Before enrolling in any course, students should be aware of the prerequisites for the course and make sure they have completed them.

A major premise underlying counseling at the graduate level in the College of Administrative Science is that each student will act in his/her own best interest and that the student will use the

advice provided to self-select into courses if the student's knowledge is weak in an area, even if the student has prior credit for the topic.

A student who has had previous coursework in one or more of the business administration core areas and has not been required to take a course may wish to take a departmental examination to evaluate the current level of preparation in the area. This would be particularly appropriate, for example, if the coursework were completed several years ago, if only minimum grades were earned, or if the grades earned do not reflect current proficiency. A student may enroll for credit or for audit in a course in which the student needs review.

Transfer Credit

Courses taken at the graduate level which are transferred to satisfy courses in the business administration core areas are excluded from the UAH policy on the maximum number of hours permitted to be transferred. For the transfer credit policy applicable to courses beyond the business administration core areas, please refer to the section of this catalog entitled School of Graduate Studies, The Master's Degree, Transfer Credit.

Advanced Standing

Students with the academic preparation in basic skills (written and oral English communication, quantitative analysis, and computer usage) and the business administration core areas may be granted advanced standing in the M.S.M. program. Most students entitled to such credit hold baccalaureate degrees in business administration from accredited institutions. Students may be granted equivalent credit for any or all of the courses by having completed equivalent coursework with a minimum grade of "C". At the time a student is admitted to the program, the transcript is reviewed to determine if these courses have been satisfied. The M.S.M. program may consist of as few as 33 graduate hours for students who receive equivalent credit for all of the courses in the basic skills and business administration core areas.

Degree Requirements

A. Program Requirements

In addition to meeting all degree requirements established by the School of Graduate Studies, all candidates for a Master of Science in Management degree must meet the conditions of one of the following two plans for the program of study to be eligible for graduation:

Plan I – M.S.M. thesis option:

1. Attainment of basic skills;
2. Completion of the business administration core areas;
3. Completion of 33 graduate semester hours;
4. Completion of the required advanced curriculum;
5. Completion of six hours of thesis;
6. A minimum "B" average for all degree credit coursework;
7. Submission of an acceptable thesis describing original research;
8. Successful completion of the final comprehensive examination on the coursework and thesis.

Plan II – M.S.M. non-thesis option:

1. Attainment of basic skills;
2. Completion of the business administration core areas;
3. Completion of 33 graduate semester hours;
4. Completion of the required advanced curriculum;
5. Completion of six hours of graduate electives;
6. A minimum "B" average for all degree credit coursework;
7. Successful completion of MGT 698 with a grade of A or B.

B. Basic Skills Curriculum

Basic skills in (1) written and oral English communication; (2) quantitative analysis; and (3) computer usage must be achieved either by prior experience and education or as part of the M.S.M. curriculum. The following list constitutes the courses at UAH most frequently used to provide students with basic skills in the three areas:

EH 101 and 102 (English Composition)	6 hrs.
MA 120 (Math Applications II)	3 hrs.
MSC 287 (Statistics)	3 hrs.
MIS 146 (Computer Usage)	3 hrs.
	15 hrs.

There are many variations in the content of statistics courses. While a student who has had a statistics course previously and earned a “C” or better can be exempted from MSC 287, the course may not have covered all the topics found in MSC 287. A student should self-select into MSC 287 if the student does not have a working knowledge of probability and hypothesis testing.

C. Computer Proficiency Requirement

As part of program requirements, each M.S.M. student must be proficient with basic computer skills that include the use of operating systems, word processing, spreadsheet, and presentation software applications common to all modern computer applications. Because skill in the use of these applications is critical to the student’s success in graduate school as well as in a management career, students with deficiency in computer skills will be required to take appropriate computer courses until the deficiency is removed. Students with deficiency in computer skills will be advised at the time of their admission.

D. Business Administration Core Areas Curriculum

The M.S.M. curriculum includes instruction in the following business administration core areas: financial reporting, financial analysis, financial markets, domestic and global economic environments of organizations, creation and distribution of goods and services, and human behavior in organizations. Coverage of these business administration core areas requires 18 graduate semester hours. The AACSB requires each student to complete this curriculum to receive an AACSB-accredited master’s degree in management. UAH satisfies this curriculum standard through the following graduate courses:

ACC 600 Foundations of Accounting for Managers	3 hrs.
FIN 601 Financial Decisions Under Uncertainty	3 hrs.
ECN 600 Foundations of Economics	3 hrs.
MGT 600 Organizational Theory, Behavior & Environment	3 hrs.
MKT 600 Survey of Marketing Management	3 hrs.
MSC 600 Operations Management	3 hrs.
	18 hrs.

Any part of this business administration core areas curriculum requirement, except for FIN 601, may be completed at the undergraduate level. A student may be waived from a core area course by having completed approved substitute undergraduate coursework with a minimum grade of “C”. At the time a student is admitted to the program, the transcript is reviewed to determine if any of the core area courses have been satisfied.

Core Area Course

ACC 600
FIN 601
ECN 600
MGT 600
MKT 600
MSC 600

UAH Courses Needed to Waive

ACC 211 and ACC 212
Cannot Be Waived
6 hours of economics
BLS 211 and MGT 301
MKT 301
MSC 288 and MSC 385

E. Advanced Curriculum

The advanced curriculum focuses on the management of technology, and consists of the following courses plus FIN 601:

ACC 602 Managerial Accounting	3 hrs.
ECN 626 Managerial Economics & Technology	3 hrs.
MGT 601 Introduction to Technology Development	3 hrs.
MGT 622 Management of Technical Professionals	3 hrs.
or	
MGT 631 Strategic Human Resource Management in Technological Environment	
MGT 698 Strategic Management	3 hrs.
MIS 634 Management of Information Technology	3 hrs.
MKT 604 New Product Development	3 hrs.
MKT 606 Marketing in a High Technology Environment	3 hrs.
Electives	6 hrs.
Students following Plan I select 6 hours of thesis	
Students following Plan II select 6 hours of graduate electives	
	30 hrs.

F. Areas of Specialization

Electives are available for specializing in a specific functional area or for generalizing across several functional areas. Areas of specialization in the M.S.M. program are Management Information Systems (MIS), Human Resource Management (HRM), and Marketing. An area of specialization has a maximum of twelve semester hours. Courses required to fulfill each area of specialization are listed below.

The area of specialization in Management Information Systems includes MIS 634 and three of the following: MIS 500, 597, 520, 540, 560, 565, 580, 640, 655, 660, 670.

The area of specialization in Human Resource Management includes MGT 622, 631, and two of the following: MGT 560, 561, 562.

The area of specialization in Marketing includes MKT 604, MKT 606 and two of the following: MKT 515, 570, 580, 602, 611, 650.

G. Strategic Management Requirement

Formally the curriculum includes two courses, Introduction to Technology Development (MGT 601) and Strategic Management (MGT 698) as the primary means of integrating the core areas and applying cross-functional approaches to organizational issues. MGT 601 is the first course in the curriculum beyond the core and sets the stage for the integration of the courses that follow. MGT 601's integration goals include introducing students to holistic management of technology issues, assisting students in acquiring an integrative systems approach to thinking about and managing the organizational impacts of technologies, especially emerging technologies, and introducing students to key management processes and process thinking. These goals are achieved by using an introductory strategic management perspective and by using College of Administrative Science faculty from each department to introduce the rest of the Management of Technology curriculum. The course also utilizes managers of technology in the local area to discuss cross-functional issues in their organizations.

MGT 698 plays the capstone role of integration. The primary mechanism is the use of strategic management cases. By presenting organization-wide cases with interrelated, multi-functional, complex, and unstructured problems, the faculty requires students to use the specific knowledge and skills from the core areas to analyze each case and to make comprehensive recommendations to solve the problems uncovered by the analysis. The course also heightens the students' appreciation of the organization-wide perspective of the Chief Executive Officer (CEO). Additionally, the course is designed to help students understand and appreciate how a business fits into its environment and the world at large.

The faculty's goal is to produce graduates who are integrative, systems thinkers, or horizontal, as opposed to vertical, thinkers. Graduates should be able to think about and solve problems that cut across organizational boundaries and involve organizational processes. Graduates should be boundary-spanning problem solvers whether those boundaries are within the organization or external to it.

Course Scheduling

Classes in the fall and spring semesters meet one night per week from 5:30 P.M. to 8:20 P.M. The summer term consists of two successive five-week sessions. In each session, classes meet two nights per week from 5:30 P.M. to 8:50 P.M. Periodically updated course rotation schedules are available from the M.S.M. Program Advisor.

A proper sequence of courses is necessary to ensure students receive the maximum benefit from their degree program. The sequence enables faculty to presume that students have certain background knowledge when they enter courses. Contact the M.S.M. Program Advisor to establish a sequence to fit individual needs. In general, the following is recommended:

1. Complete the basic skills requirements before enrolling in any business administration core areas. The skills may be achieved by completing undergraduate courses, presenting prior experience or by passing departmental validation examinations;
2. Complete the courses in the business administration core areas;
3. Complete MGT 601, Introduction to Technology Development, in the first semester that advanced courses are scheduled;
4. Complete MKT 604 after MGT 601, and before MKT 606;
5. MGT 698, Strategic Management, is the capstone course and draws on the entire curriculum. Complete MGT 698 after the other 600-level courses and preferably in the last semester of the program.

Students may begin the program in the fall or spring semester or the summer term.

MD/MSM Leaders in Medicine

Offered through the University of Alabama School of Medicine and the College of Administrative Science, the MD/MSM Leaders in Medicine program provides individuals seeking the MD degree with the competencies needed to manage a group practice, develop a health program for industry or federal/state governmental agencies, or serve as a senior manager in a hospital, clinic, or large clinical department.

For students receiving their baccalaureate degree from UAH through the MSM/Premed Student Scholar Program, the program allows them to complete both the M.S.M. and M.D. degrees in a total of five years beyond the baccalaureate instead of the six years normally required. Other models are available for students who do not receive their baccalaureate degree from UAH, students who have previously received a baccalaureate degree and have decided to return to medical school, and medical students who wish to obtain the M.S.M. degree after entering medical school.

Interested students should contact the M.S.M. Program Advisor, ASB 102, 824-6024.

Master of Accountancy

Purpose

The purpose of the M.Acc. program is to provide students with the background necessary to enter a career in public, private, or government accounting. The program is also designed to satisfy the 150 semester hours required by the Alabama State Board of Public Accountancy for Certified Public Accountant (CPA) examination candidates. The program exceeds the educational requirements for membership in the American Institute of Certified Public Accountants (AICPA), as well as those to sit for the Certified Management Accountant (CMA) and Certified Internal Auditor (CIA) examinations.

Reflective of the academic environment of UAH and the Department of Accounting and Information Systems, distinguishing features of the program include an information systems emphasis and a focus on understanding the role of accounting in managing business processes. Highly qualified undergraduate accounting graduates may be able to complete the requirements for the M.Acc. degree in one additional year of full-time course work beyond the bachelor's level. Individuals interested in the M.Acc. program should contact the M.Acc. Program Advisor in Room 102, Administrative Science Building, or call (256) 824-6577.

Application Procedures and Criteria

Admission procedures are the same as for the M.S.M. program. Successful applicants may be admitted in one of the following two categories:

1. Unconditional Admission

The minimum criteria for unconditional admission include the completion of prerequisite course and grade requirements obtaining a GMAT total score of at least 450, and obtaining an index of at least 1000 based on the formula: 200 times the overall undergraduate grade point average (based on a 4.0 scale) plus the GMAT total score. Applicants meeting the formula are not guaranteed admission into the M.Acc. program. Other factors include the pattern of grades in specific courses, work experience, program capacity, and verbal, quantitative, and writing skills. Students are also required to have a minimum grade of "C" in all specific prerequisite courses.

2. Conditional Admission

Requirements for conditional admission are the same as those for the M.S.M. program.

International Students

Requirements for conditional admission are the same as those for the M.S.M. program.

Program Prerequisites

Students must have a minimum grade of "C" in prerequisite courses, which are as follows:

Basic skills and business core:

Written and oral communications	6 hrs.
Calculus	3 hrs.
Microcomputing	3 hrs.
Statistical analysis	3 hrs.
Legal environment of business	3 hrs.
Principles of accounting (financial and managerial)	6 hrs.
Principles of economics	6 hrs.
Principles of finance	3 hrs.
Principles of marketing	3 hrs.
Operations management	3 hrs.
Organizational theory, behavior, and environment	3 hrs.

Accounting:

Accounting information systems	3 hrs.
Intermediate financial accounting I and II	6 hrs.
Income tax I	3 hrs.
Cost accounting	3 hrs.
Auditing	3 hrs.

Students planning to sit for the CPA examination should complete at least one of the following as an undergraduate: ACC 432-Advanced Auditing; ACC 413-Corporation, Partnership, and Estate Taxes; ACC 417-Government (Fund) Accounting. Students desiring to develop an emphasis in information systems are encouraged to take a programming course as an undergraduate.

Degree Requirements

The M.Acc. program normally consists of 33 semester hours of graduate coursework. The program includes 15 to 21 semester hours of accounting (including at least 15 at the 600-level) and 12 to 18 semester hours in other disciplines (including at least 9 at the 600-level). The accounting theory class, ACC 680, should be taken toward the end of the student's program, and must be completed with a grade of A or B. A maximum of 6 semester hours of graduate work may be transferred from another institution or taken at another institution while enrolled at UAH. A sample program is presented below.

Accounting: 600-level

ACC 614 Cost Management	3 hrs.
ACC 607 Advanced Accounting Information Systems	3 hrs.
ACC 680 Financial Accounting Theory	3 hrs.
ACC 600 level elective or thesis	3 hrs.
ACC 600 level elective or thesis	3 hrs.
Total accounting 600-level	15 hrs.

Non-Accounting: 600-level

MIS 634 Management of Information Technology	3 hrs.
Non-accounting 600-level electives	6 hrs.
Total non-accounting 600-level	9 hrs.

Electives at any level*

Non accounting elective	3 hrs.
Free electives (may be accounting)	3-6 hrs.
Total electives at any level	6-9 hrs.
Total for program	30-33 hrs.

*Students planning to sit for the CPA examination must complete the subject matter of the following: (At least one of these accounting courses should be completed before entering the program.)

- BLS 511 - Business Law for Accountants
- ACC 513 - Corporation, Partnership, and Estate Taxes
- ACC 517 - Governmental (Fund) Accounting
- ACC 532 - Advanced Auditing

Information Systems Audit and Control (ISAC) Track

ISAC is a track within the existing UAH M.Acc. program. It provides a focal point of study for students with an undergraduate degree in accounting (or the equivalent) who have an interest in graduate education in accounting and information technology. Because the ISAC track requires extensive coursework in information systems, it may not be possible for students electing this track to complete the coursework required to sit for the CPA examination within the framework of 33 semester hours of graduate coursework. While students can develop a M.Acc. program of study to meet their particular background and career goals, it is useful to view the ISAC track as an alternative to the CPA track in the M.Acc.

Although not required, it is recommended that UAH undergraduate accounting majors interested in the ISAC track select ACC 432 Advanced Auditing as one of their accounting electives and MIS 420 Electronic Commerce as a non-accounting elective within the College of Administrative Science. Also recommended, but not required, are BLS 411 Business Law for Accountants as a non-accounting elective within the College, and two programming courses (CS102 Introduction to C Programming and CS104 Introduction to Computer Science (JAVA)) as electives from outside the College of Administrative Science. A sample program for the ISAC track is presented below:

ACC: 600 level requirements (15 semester hours)

ACC 614 Cost Management	3 hrs.
ACC 607 Advanced Accounting Information Systems	3 hrs.
ACC 680 Financial Accounting Theory	3 hrs.
ACC 642 Advanced Internal and Operational Auditing	3 hrs.
ACC 6XX Accounting Elective	3 hrs.

MIS: 600 level (12 semester hours)

MIS 634 Management of Information Technology	3 hrs.
MIS 640 Relational Database Management Systems	3 hrs.
MIS 660 Information Security Management	3 hrs.
MIS 670 Business Contingency Planning	3 hrs.

MIS: 500 level (6 semester hours)

MIS 597 Information Systems Design	3 hrs.
MIS 560 Data Communications and Distributed Processing	3 hrs.

Other recommended courses include; ACC 532 Advanced Auditing, BLS 511 Business Law for Accountants, MIS 520 Electronic Commerce, and MIS 680 Enterprise Resource Planning Systems.

Thesis Option

A thesis option requiring 30 semester hours of graduate work, including 6 hours of thesis credit is available. Students interested in this option should contact the Director of the M.Acc. Program before completing 12 hours of graduate study.

Advising and Registration Procedures

After being admitted to the program, each student will meet with the Director of the M.Acc. Program to outline a degree program. Each student must file a Program of Study before completing 12 hours of graduate work. Before enrolling in any course, students should be aware of the prerequisites for the course and make sure they have completed them. To ensure course availability, students are encouraged to pre-register for classes during the priority registration period.

Transfer Credit

Up to 12 semester hours of graduate credit taken at other universities may be transferred to meet M.Acc. degree requirements. The acceptability of specific courses is determined by the Director of the M.Acc. Program.

Master of Science in Management Information Systems (M.S.M.I.S.)

Purpose

The purpose of the M.S.M.I.S. program is to provide students with advanced preparation as a specialist to enter a professional career involving the use, definition, analysis, design, implementation, and operation of management information systems. While the program will provide students with the background to enter the information technology (IT) profession in a wide variety of positions, the overall structure of the program is designed to provide students with the educational framework appropriate for a career leading to an executive level position in IT. Program prerequisites are kept to a minimum and the program is designed to meet the needs of students with a wide variety of educational backgrounds. Applicants with an undergraduate degree in M.I.S. will likely have completed all course prerequisites.

Application Procedures

Admissions procedures are the same as for the M.S.M. program. Keep in mind that space in the

M.S.M.I.S. program is limited and it is possible that all available seats will be filled before the latest date for review of application materials.

1. Unconditional Admission

The minimum criteria for unconditional admission include the completion of prerequisite course and grade requirements, obtaining a GMAT total score of at least 450, and obtaining an index of at least 1000, based on the following formula: 200 times the overall undergraduate grade point average (based on a 4.0 scale) plus the GMAT total score. Applicants meeting the formula are not guaranteed admission into the M.S.M.I.S. program. Other factors include the pattern of grades in specific courses, work experience, program capacity, and verbal, quantitative, and writing skills. Students are also required to have a minimum grade of “C” in all specific prerequisite courses.

2. Conditional Admission

Requirements for conditional admission are the same as those for the M.S.M. program.

Program Prerequisites

Program prerequisites include a bachelors degree in any field and computer proficiency in an operating system and an office suite. While the proficiency can be achieved through self-study or non-credit training courses, the expected level of proficiency is comparable to that obtained by students completing MIS 146-Computer Applications in Business. The remaining course prerequisites are:

- One semester of graduate, or two semesters of undergraduate, accounting.

- One semester of computer programming (any language).

- One semester of economics which includes microeconomics.

- One semester of calculus.

- One semester of statistics.

- One semester of business communications.

The business communication requirement may be fulfilled by a professional writing or speaking course beyond the freshman or sophomore level. It cannot be fulfilled by a freshman composition or speech course. The key is advanced organizational skills for communications with professionals. Hence communications courses intended for professional groups, such as engineers, managers, or scientists are acceptable. UAH courses meeting the communications requirement include CM 313 Business and Professional Communication, EH 300 Strategies for Business Writing, and EH 301 Technical Writing.

Applicants with an undergraduate degree in MIS will likely have completed all prerequisites. Applicants with degrees in other areas will likely have completed two or three of these course prerequisites. Applicants lacking adequate background will be required to complete the M.S.M.I.S. program prerequisites prior to enrolling in 600 level MIS courses.

Degree Requirements

The M.S.M.I.S. program normally consists of 33 semester hours of graduate coursework. The program includes 21-24 semester hours of MIS (including at least 15 at the 600-level) and 9 to 12 semester hours in other disciplines (including at least 9 at the 600-level). MIS680 Enterprise Resource Planning (ERP) Systems is a capstone course and should be taken toward the end of the student’s program, and must be completed with a grade of A or B. A sample program is presented below.

MIS: 600 level (15 semester hours)

- MIS 634 Management of Information Technology

- MIS 640 Relational Database Management Systems

- MIS 655 Advanced Databases and Applications Development for Management

- MIS 680 Enterprise Resource Planning (ERP) Systems

- MIS 6xx Elective

Non MIS: 600 level (9 semester hours)

ACC 602 Managerial Accounting
MSC 600 Operations Management
FIN 601 Financial Decisions Under Uncertainty

Electives at 500 or 600 level, at least two of which must be MIS electives (9 semester hours)

MIS Elective
MIS Elective
Elective

Recommended electives. M.S.M.I.S. students must take courses identified with an asterisk (*) if they have not had previous courses in these areas.

ACC 607 Advanced Accounting Information Systems
ECN 626 Managerial Economics and Technology
*MIS 597 Information Systems Design
*MIS 520 Electronic Commerce
MIS 540 Web Programming and Database Integration
*MIS 560 Data Communication and Distributed Processing
MIS 565 Web Server Environment and Internet Technologies
MIS 570 Management of the Microcomputer Environment
MIS 580 Seminar in Management Information Systems
MIS 650 Selected Research Topics
MIS 660 Information Security Management
MIS 670 Business Contingency Planning (and disaster recovery).
MIS 675 Information Resource Management.
MIS 699 Master's Thesis
MGT 600 Organizational Theory, Behavior and Environment
MGT 622 Management of Technical Professionals.

Graduate Certificate in Information Assurance

The College of Administrative Science collaborates with the Department of Electrical and Computer Engineering and the Department of Computer Science to offer an interdisciplinary graduate certificate program in Information Assurance. Contact the College for further details.

Thesis Option

A thesis option requiring 30 semester hours of graduate work, including 6 hours of thesis credit, is available. Students interested in this option should contact the M.S.M.I.S. Program Advisor before completing 12 hours of graduate study.

Advising and Registration Procedures

After being admitted to the program, each student will meet with the M.S.M.I.S. Program Advisor to outline a degree program. Each student must file a Program of Study before completing 12 hours of graduate work. Before enrolling in any course, students should be aware of the prerequisites for the course and make sure they have completed them. To ensure course availability, students are encouraged to pre-register for classes during the priority registration period.

Transfer Credit

Up to 12 semester hours of graduate credit taken at other universities may be transferred to meet M.S.M.I.S. degree requirements. The acceptability of specific courses is determined by the M.S.M.I.S. Program Advisor.

Other Information for all Masters Programs in the College of Administrative Science

Course Load

The usual course load for a full-time graduate student is from 9 to 12 semester hours. Students who are employed full time should seek counsel from their Program Advisor before enrolling in more than 6 semester hours per semester. Once admitted, students are expected to make satisfactory progress toward the degree, with such progress defined as the satisfactory completion of at least 3 courses during each 12-month period following admission.

Graduate Assistantships

A limited number of graduate assistantships are available on a competitive basis to full-time students. Students interested in a graduate assistantship are encouraged to apply by the preferred date for all materials. Graduate Teaching Assistantships (GTA) in the College of Administrative Science generally require quarter time (10 hours per week) service to the College. GTAs are assigned to departments in the College and support the department's teaching program by assisting faculty with activities such as grading, course preparation, coordination of laboratories, etc. Quarter-time GTAs receive a stipend and have 6 hours of their tuition paid by the School of Graduate Studies. Graduate Research Assistantships (GRA) in the College are either internally funded, or made available through an externally funded grant or contract. They may require up to half-time (20 hours per week) service to the College, carry a stipend, and have 9 hours of their tuition paid. GRAs do research under the supervision of a faculty member. Because GTAs and GRAs assist faculty with specific instructional or research activities, the ability of applicants to assist with these specific activities is considered when awarding assistantships. Assistantship applications are available from the Associate Dean of the College.

Time Limit

All requirements for the masters degrees in the College of Administrative Science must be completed in 6 years or less. In the event a student does not complete the degree requirements in 6 years, the student may petition for an exception for courses completed at UAH over six years ago but within the last 10 years. The petition must be approved by the College's Graduate Curriculum Committee (GCC) and by the Dean of the Graduate School.

If an exception is granted, any course completed at UAH more than 6 years but less than 10 years before the completion of all requirements for the degree must be validated by a special examination. Such an examination, given by the faculty of the discipline in which the course was offered, can be taken only once and will be the equivalent of a comprehensive final examination in the course. When the student passes the examination, the course is considered valid through the tenth year only. Credit for courses transferred from other institutions cannot be validated at UAH and must have been earned within the 6-year period.

Instead of requesting an exception for a course more than 6 years old, the student may substitute another course taken within the 6-year limit, subject to approval by the Program Advisor and Associate Dean. If a course is substituted, a new program of study must be filed.

Business Practice Opportunities

Students who have no meaningful work experience or who would like to enhance their work experience have several options to do so while they are in the College's graduate programs.

In an internship students earn credit for working approximately 10 hours per week in a position relevant to their career preferences. No salary is earned. Students interested in the internship program should contact the Associate Dean for the requirements to participate, and the Office of Career Services, 117 Engineering Building, for opportunities.

Co-operative Education is designed to provide relevant paid employment experiences that integrate, complement, and enhance the student's academic program. Students are placed in co-op positions in a variety of business settings, including government agencies, financial institutions, social agencies, accounting firms, entrepreneurial companies, and many others. The Co-op Office is responsible for placing qualified students with qualified employers. The Co-op Office is also responsible for ensuring students make satisfactory progress toward their degrees, receive relevant work experience, and earn competitive wages for the work they perform. To learn more, contact the Co-op Office, 117 Engineering Building, 824-6741, or through the World Wide Web at <http://www.uah.edu/coop/>.

Through MGT 540 (Small Business Counseling) the NorthEast Alabama Regional Small Business Development Center (NEAR SBDC) provides opportunities for students to provide valuable assistance to small business owners. Teaming arrangements are available in many areas including business planning, marketing, commercialization, human resource management, government procurement, and accounting. Students earn credit for working about 10 hours per week with the small business. For additional information, contact the Associate Dean of the College.

Graduate Division Courses

Only students admitted to the graduate school may enroll in courses numbered 500 to 599. Baccalaureate candidates may register for a dual course number in the 400 to 499 series. Additional work will be required of the graduate student registered in the 500 level course to bring the course up to graduate level.

Courses numbered 600 to 699 are designed for graduate students only. Students may not enroll in courses numbered 600 and above in the College of Administrative Science unless they have been admitted to the Graduate School.

Graduate Courses in Accounting (ACC)

513 Corporation, Partnership, and Estate Taxes

3 hrs.

Tax accounting for partnerships, corporations, Sub chapter S corporations, estates, and trusts. Tax administration and research are emphasized. Prerequisite: ACC 313. F, Sp.

515 Advanced Financial Accounting

3 hrs.

Analysis of financial accounting issues and alternatives concerning business combinations, intercorporate investments, international business, and partnerships. Prerequisite: ACC 311. F.

517 Governmental (Fund) Accounting

3 hrs.

Fund accounting and local governments, hospitals, and universities. Special accounting principles, budgeting, accounting for various funds and account groups are emphasized. Prerequisite: ACC 211 or equivalent. F, Sp.

532 Advanced Auditing

3 hrs.

Practical application of auditing concepts and standards. An understanding of auditing principles is reinforced and expanded by exposure to problems and cases. Prerequisite: ACC 431. Sp, Su.

570 Seminar in Contemporary Accounting Issues

3 hrs.

Current topics in professional accounting. Prerequisite: ACC 431.

590 Special Projects

3 hrs.

Independent study in the field of accounting which is of interest to a student. Prerequisite: Permission of the Accounting Advisor. Sp.

595 Internship in Accounting

1-3 hrs.

Internship with a business or government agency that has particular relevance to the educational goals of the program. Students must keep a log and submit a report on their internship. Prerequisite: Permission of the Accounting Advisor.

600 Foundations of Accounting for Managers **3 hrs.**

Graduate level introduction to the accounting framework and how it is used in evaluating economic conditions and success in decision-making in organizations. Financial statements, accounting reports, and accounting terminology that constitutes the language of business. Introduces the use of accounting information for decision-making, coordinating, motivating, and evaluating. Pre- or Co-requisite: MIS 146. F, Sp.

602 Managerial Accounting **3 hrs.**

Examines the managerial uses of accounting information but is primarily non-technical. The focus is on gaining a comprehensive understanding of accounting concepts and the accepted methods of applying these concepts in decision-making, planning, and control. Prerequisite: ACC 600 or equivalent. F, Sp, Su.

603 Financial Statement Analysis **3 hrs.**

Concepts and techniques of financial statement analysis, together with related institutional background. Topics considered include elements of financial statements, basics of analysis, short and long term debt-paying ability, analysis of profitability, problems in analyzing specialized industries, forecasting, business valuation, and equity security analysis. Case analysis is used to integrate theory with decision-making. Prerequisites: Completion of all M.Acc. program prerequisites, or ACC 602 and FIN 601.

607 Advanced Accounting Information Systems **3 hrs.**

In-depth examination of accounting information systems. Emphasis on computer-oriented systems and current developments in systems. Prerequisite: ACC 307.

614 Cost Management **3 hrs.**

A study of alternative approaches to identifying and proactively managing the costs of providing services and/or manufacturing and distributing products. The focus is on the development of cost data useful to managers for decision making rather than for financial reporting. Special attention is given to current issues in cost management. Prerequisites: ACC 602 or ACC 212 and ACC 314.

615 Advanced Financial Accounting **3 hrs.**

Analysis of issues and alternatives in advanced problem areas including partnerships, intercorporate investments, business combinations, and foreign exchange. Prerequisite: ACC 311.

642 Advanced Internal and Operational Auditing **3 hrs.**

Introduction to the methodology of internal and operational auditing and to the utilization of results of the audit by management in decision making. Prerequisite: ACC 431.

659 Selected Topics in Accounting **3 hrs.**

An in-depth examination of a topic relative to accounting by one student or a group of students. Prerequisites: ACC 602.

680 Financial Accounting Theory **3 hrs.**

A capstone course that includes a study of the historical development and theoretical structure of accounting followed by an appraisal of selected pronouncements of professional accounting organizations. Prerequisites: Completion (or concurrent enrollment) of all required courses. Normally taken during the last semester of a student's program. Sp.

699 Master's Thesis **3 hrs.**

Required each semester a student is working and receiving direction on a master's thesis. A minimum of two semesters is required but not more than six hours of credit is allowed. Prerequisite: Permission of the Accounting Advisor.

Graduate Courses in Business Legal Studies (BLS)

511 Business Law for Accountants

3 hrs.

In-depth study of legal principles and problems encountered in practice by professional accountants. This course covers legal topics from a Uniform Commercial Code perspective. Prerequisite: BLS 211 or equivalent.

625 Legal Aspects of Engineering

3 hrs.

Legal problems and principles relevant to the practice of professional engineers. The legal system, contracts, torts, business organizations, employment law, intellectual property law, and environmental law.

Graduate Courses in Economics (ECN)

554 International Finance

3 hrs.

Behavior of foreign-exchange rates under different monetary standards, methods of financing international trade, historical development of international financial institutions, current and proposed methods for fostering international trade, and problems of international liquidity. Prerequisite: FIN 301.

575 Economics of Labor Markets and Human Resources

3 hrs.

Economic analysis of labor markets and institutions, focusing primarily on understanding two general types of choices: (1) the labor market choices of individuals which have implications for human resource management; and (2) the choices made by organizations in the management of their human resources and the implications of those choices for employee behavior. Specific topics include: individual decisions to supply labor, compensating wage differentials, human capital investments, discrimination in labor markets, pay and productivity, collective bargaining and strikes. Prerequisites: ECN 142 and 143 or equivalent.

600 Foundations of Economics

3 hrs.

This course provides the economic foundations necessary to understand the environment in which businesses operate. It examines the basic theory behind the output and pricing decisions of firms operating in various market structures. The central features of consumer and producer choice at the micro level are developed; and then macroeconomic issues, such as unemployment and inflation, are studied using the microeconomic underpinnings. Government policy is also addressed: efficient regulation to correct market failures at the micro level and monetary and fiscal policy at the macro level. The global economic environment is addressed by introducing students to the principles of comparative advantage and gains from trade.

626 Managerial Economics and Technology

3 hrs.

The principles of microeconomics are used to formulate and analyze problems. These principles are then applied to business decisions. The course includes an introduction to regression analysis and forecasting. Basic international economic concepts and the importance of technology are explicitly introduced. Prerequisite: ECN 600 and MSC 600.

Graduate Courses in Finance (FIN)

500 Investment Practicum

1, 2, or 3 hrs.

Small number of students work closely with faculty to invest real funds in the stock market. Emphasis is placed on individual stock selection and management of the portfolio to meet objectives. Prerequisites: FIN 301 (or its equivalent) and permission of the instructor. F, Sp, Su.

531 Short-term Capital Management

3 hrs.

Financial principles applied to financial management problems such as cash management, payables and receivables management, cost of short-term credit, and forecasting and financial planning. Prerequisites: FIN 301.

554 International Finance **3 hrs.**

Behavior of foreign-exchange rates under different monetary standards, methods of financing international trade, historical development of international financial institutions, current and proposed methods for fostering international trade, and problems of international liquidity. Prerequisite: FIN 301.

561 Portfolio Management **3 hrs.**

Functional application of investment portfolio management with emphasis on theory and models of investment management. Use of models in effective investment decision making is stressed. Prerequisite: FIN 361.

570 Commercial Bank Management **3 hrs.**

Financial management of commercial banks with emphasis on asset and liability management and techniques such as hedging and financial engineering to management interest rate risk. Prerequisite: FIN 352.

578 Long-term Capital Management **3 hrs.**

Financial theory as it relates to corporate policy, the efficient market hypothesis, capital structure theory, long-term financing and dividend policies. Prerequisite: FIN 301.

601 Financial Decisions Under Uncertainty **3 hrs.**

Designed to introduce students to the concepts of financial decision-making in uncertain domestic and global markets, as well as providing them with a set of tools and techniques for use in financial analysis. Associated topics include financial statement analysis, financial assessments of potential capital investments, cost of capital, and risk and return. Prerequisites: ACC 600 and ECN 600.

Graduate Courses in Management (MGT)

504 Negotiation Techniques **3 hrs.**

Develops principles, skills, and techniques for effective negotiation and conflict resolution. Describes common mistakes in negotiation and provides a framework to prepare students for business or personal negotiation sessions.

505 New Venture Strategies **3 hrs.**

Theory and application of strategies for start-up, operation, and control of new ventures. Role of entrepreneurship in the economy. Case studies of corporate and independent new ventures. Prerequisite: MGT 301 or equivalent, or permission of instructor.

540 Small Business Counseling **3 hrs.**

Practical exposure to problems and opportunities of small business firms. Serve as a consultant to assist local business managers with identification of problems and formulation of alternative solutions, as well as identification of areas of market opportunity. Experience gained under the supervision of the Director of the Small Business Development Center. Prerequisites: Permission of the Department Chair and approval of the SBDC Director.

550 International Business **3 hrs.**

A cross-discipline course combining theoretical and practical aspects of doing business in the global market. Three modules consisting of international management, marketing and economics/finance cover topics including the legal, socio-political environment, negotiation/diplomacy, import/export mechanics, international distribution, balance of payments, hedging, trade agreements (GATT), and international business strategy.

560 Employee Staffing and Development **3 hrs.**

Study of the fundamental concepts, issues and tools of employee staffing and development. Topics include forecasting staffing needs, recruitment strategies, development and validation of selection procedures, placement, socialization and development of employees, and the utilization of contingent workers.

561 Strategic Compensation Management**3 hrs.**

Introduction to the management of employees' compensation. Provides an overview of compensation practices, behavioral and economic theories of compensation, and research on compensation programs. Prerequisites: MGT 301 or equivalent.

562 Employment Law for Managers**3 hrs.**

Analysis of the impact of government regulation on the management of human resources. Examines the implications for employer responsibilities and employee rights of evolving public policies pertaining to separations, discrimination, compensation, occupational safety and health, privacy, union-management relations, and other terms of employment.

570 Special Topics in Technology Management**3 hrs.**

In depth study of a selected special topic relevant to the management of technology. Different sections of this course may address different topics. Prerequisite: none.

595 Internship in Management**1-3 hrs.**

Under the direction of a faculty advisor, student gains experience with an entrepreneur in a small business firm or a manager in a large firm. Prerequisite: Approval of department chair.

600 Organizational Theory, Behavior and Environment**3 hrs.**

Provides the conceptual tools to analyze the behavioral and organizational influences on systematic outputs such as quality, profitability, employee well-being. Focuses both on macro-level issues (e.g. organizational design, culture, power and politics, and strategic leadership) and on micro-level issues (e.g. motivation, decision-making, socialization, and diversity). Covers these topics in the broader social, legal, regulatory, environmental, and ethical context.

601 Introduction to Technology Development**3 hrs.**

Introduction to the master's program, introducing the student to emerging technologies, the macro-environmental and industry drivers for these technologies, the organizational issues facing firms affected by emerging technologies, and business research methods in the management of technology.

610 Introduction to Strategic Management of High Technology Firms**3hrs.**

Introduction to the strategic management of technology. Topics include value chain and competitive advantage, competitor analysis, competitive strategies, vertical and horizontal diversification, and strategic management of high tech professionals. Prerequisite: Permission of Department Chair. Not available to M.S.M. or M.Acc. or M.S.M.I.S. students.

622 Management of Technical Professionals**3 hrs.**

Differences in the nature of the research task and in the talents and skills required of scientists and engineers create special problems for the manager. Examines special issues in managing engineers, scientists, and technical support personnel. Emphasizes creating an organizational climate for increasing both individual and organizational innovation. Topics include incentive systems and motivation of technical professionals, problems in team decision making, job design, evaluating performance of technical professionals, leadership in the R&D organization, and career development for technical professionals. Prerequisite: MGT 600 or equivalent.

623 Organizational Theory**3 hrs.**

Theories of organizations and their structures. Organizations from the perspectives of management, psychology, sociology, political science, and economics. Organizations as groups of people and as systems in multiple environments. Goals, resources, effectiveness, equilibrium, and change relating to organizations. Administration's relationships with organization with emphasis on research and assessment. Prerequisite: MGT 600 or equivalent.

629 Leadership: Theory and Practice**3 hrs.**

The course explores what is known about leadership with particular emphasis on those attributes and skills that allow leaders to be effective in a variety of organizational situations. The theories of leadership are explored in a framework that includes the relationship of the leader to followers and situations. Frequent appearances by guest speakers who are themselves leaders provide the critical linkage to real world practice and allow for student interaction. Prerequisite: MGT 600 or equivalent.

631 Strategic Human Resource Management in a Technological Environment**3 hrs.**

Examines the major functions of human resource management—planning, staffing, compliance with laws regulating employment relations, training and development, compensation, employee relations, and union-management relations—from a strategic perspective. Particular attention is given to special challenges faced by high technology firms and organizations experiencing technological change. Prerequisite: MGT 600 or equivalent.

640 Principles of Project Management**3 hrs.**

Conceptual foundation and organization of project management. The project life cycle, planning, control, marketing, utilization of human resources, and financial management.

650 Selected Research Topics**3 hrs.**

Research in a particular topic relevant to a business discipline by one student or a group of students. The research paper must be an original contribution showing a research design and results that meet the highest standards of social science research. Prerequisites: completion of 15 MSM credit hours and permission of the instructor.

690 Seminar in Technology Management**3 hrs.**

Special topics in the management of technology. Prerequisite: Permission of instructor.

698 Strategic Management**3 hrs.**

Administrative decision making with emphasis on analyzing a complex business situation, evaluating historical trends, current operational conditions, and environmental settings, in order to establish a unifying strategy; implementation of integrated functional policies; and a plan of action to achieve established objectives. Prerequisite: Completion of all required courses (or concurrent enrollment in final courses).

699 Master's Thesis**3 hrs.**

Required each semester the student is working and receiving direction on a master's thesis. A maximum of 6 hours credit may be applied toward degree. Prerequisite: Permission of M.S.M. Advisor.

770 Organizational Research Methods**3 hrs.**

Theory and practice of research methodology for study of administrative, industrial, and consumer behavior and organizations; questionnaire, field, and laboratory experimentation and statistical analysis of pre-gathered time-series and cross-sectional data; and examples of good and poor research in business disciplines. A completed individual research project of potentially publishable nature is formally presented in class. Prerequisite: ISE 790 or equivalent.

Graduate Courses in Management Information Systems (MIS)**500 Decision Support Systems and Expert Systems****3 hrs.**

Analysis of information system components and technologies which aid the manager in the decision making process. Concepts supported by use of current DSS/ES software. Prerequisites: MIS 301 or equivalent.

520 Electronic Commerce**3 hrs.**

Explores the benefits, capabilities, and related information technologies that comprise the current state of electronic commerce. Examines how to design, develop and operate electronic commerce transaction processing based applications. Primary emphasis of the course is on web-based e-commerce systems; and the associated business models. Prerequisite: MIS 301 or database management skills.

540 Web Programming and Database Integration**3 hrs.**

Explores the use of scripting languages, such as Java Script, Active X controls, and Java Applets in web site development. Examines the use of relational databases to create dynamic web sites. Extensive exposure in lecture and laboratory to web-based application development tools. Students will develop a full-featured web based business application that is interactive and requires database integration. Prerequisite: MIS 146, or MIS 520 or the equivalent.

560 Data Communications and Distributed Processing**3 hrs.**

Overview of geographically distributed computer-communications facilities. Network design, structure and optimization are addressed. Regulated common carriers, data transmission, routine techniques, reliability, protocols, error detection, modems and controllers are included. Prerequisite: MIS 301 or equivalent.

565 Web Server Environment and Internet Technologies**3 hrs.**

Examines the Internet telecommunications technologies required to implement, manage, and maintain an organization's web site. Topics include: TCP/IP; IP addressing, subnet masks, routers, configuration and maintenance of web and DNS servers, and security issues. Prerequisite: MIS 301 or 520.

570 Management of the Microcomputer Environment**3 hrs.**

Examines management issues, such as hardware and operating system selection, associated with operating in a distributed computing business environment. Emphasis is on microcomputers using the Intel architecture and their operating systems. The course is designed for end user managers or professionals who need to understand hardware and software components and their implications without necessarily wanting to build or maintain microcomputers. Prerequisite: MIS 301 or equivalent.

580 Seminar in Management Information Systems**3 hrs.**

Selected topics reflecting contemporary issues and current technological advancements which impact the development, implementation, and management of effective information systems in organizations. Prerequisite: MIS 301 or equivalent and approval of the instructor.

595 Internship in Information Systems**1, 2, or 3 hrs.**

Under the direction of a faculty advisor, student gains experience with information systems and technology professionals in industry. Prerequisite: Approval of Department Chair.

597 Information Systems Design**3 hrs.**

Advanced coverage of strategies and techniques of structured systems development. Emphasizes information analysis and logical specifications of the system. Students prepare exercises and case studies to develop proficiency in information analysis techniques. Integrates computer technology, system analysis, system design, and organizational behavior in designing large-scale application or decision support system. Prerequisites: MIS 310 and MIS 340, or equivalent.

634 Management of Information Technology**3 hrs.**

Organizations large and small are increasingly becoming information-driven and information technology intensive. Focuses on issues concerning the impact of information technology on organizations, on organizational structure and competitive strategies.

640 Relational Database Management Systems **3 hrs.**

Explores the theories, features, and capabilities of relational database management systems in a business environment. Examines how to read and interpret database design documents and how to query database driven business applications. Emphasizes the use of database management systems in real-world business settings and how this technology can be applied effectively to solve business problems. Extensive exposure, in lecture and laboratory, to producing queries and reports from a relational database. Prerequisite: ACC 600.

650 Selected Research Topics **3 hrs.**

Research in a particular topic relevant to management information systems by one student or a group of students. Each student's research paper must be an original contribution showing a research design and results that meet the highest standard of management information systems research. Prerequisite: MIS 634.

655 Advanced Databases and Applications Development for Management **3 hrs.**

In-depth investigation of data modeling, system development, and data administration in a database environment. Involves a course project in development and documentation of significant business applications. Emphasizes the development and use of database management systems in real-world business settings and how this technology can be applied effectively to solve business problems. Prerequisite: MIS 640 or the equivalent.

660 Information Security Management **3 hrs.**

Examines management issues associated with the control and audit of information systems. Specific emphasis is on IT controls and their evaluation, computer-based auditing techniques, encryption, and security policies. Recent developments in IT, such as client-server systems and the Internet, and their impact on auditing, control, and security, are also considered. Prerequisite: MIS 634 or the equivalent.

670 Business Contingency Planning **3 hrs.**

Introduces the theories and concepts of business contingency planning through risk analysis and disaster recovery planning. This course is designed to provide a greater understanding of the assessment and management of risk and disaster recovery within the organization. The course will emphasize the nature of risk, risk assessment, risk management, and disaster recovery and how these concepts can be addressed effectively through business contingency planning. Prerequisite: MIS 634 or the equivalent.

675 Information Resource Management **3 hrs.**

Overview of the management of information systems resources of the firm. Prerequisite: MIS 497.

680 Enterprise Resource Planning Systems **3 hrs.**

A capstone course examining the analysis, design and operation of enterprise resource planning (ERP) systems that integrate all aspects of an organization into one information system. Specific attention is given to how ERP systems facilitate the flow of information supporting core business processes and the organizations' supply chain. The course will emphasize the use of ERP systems in real-world business settings and how this technology can be applied effectively to solve business problems. Prerequisites: Completion (or concurrent enrollment) of all required courses. Normally taken during the last semester of a student's program.

699 Master's Thesis **3 hrs.**

Required each semester a student is working and receiving direction on a master's thesis. A minimum of two terms is required but no more than six hours credit is allowed for the thesis. Credit awarded upon successful completion of thesis. Prerequisite: Permission of the MS-MIS Advisor.

Graduate Courses in Management Science (MSC)

500 Decision Support Systems and Expert Systems

3 hrs.

Analysis of information support systems which aid the manager in the decision making process. Prerequisite: MIS 301 or equivalent.

600 Operations Management

3 hrs.

Survey of the concepts, processes, and institutions involved with the production function of the firm, and of the basic quantitative tools used to solve production problems. Topics include quality management, learning curves, assembly lines, linear programming, waiting lines, inventory, and others selected from operations scheduling, project management, facilities location, layout, and supply chain management. Prerequisites: MSC 287 or equivalent. Sp.

650 Selected Research Topics

3 hrs.

Research in a particular topic relevant to management science by one student or a group of students. Each student's research paper must be an original contribution showing a research design and results that meet the highest standard of management science research. Prerequisites: MSC 600 and permission of the instructor.

699 Master's Thesis

3 hrs.

Required each semester a student is working and receiving direction on a master's thesis. A minimum of two terms is required but no more than six hours credit is allowed for the thesis. Credit awarded upon successful completion. Prerequisite: Permission of the M.S.M. Advisor.

Graduate Courses in Marketing (MKT)

515 International Marketing

3 hrs.

Procedures and problems associated with establishing and carrying out marketing operations in or with foreign countries and companies. Institutions, principles, and methods involved in solving these business problems. Effect of national differences in business practices and regulation. Prerequisite: MKT 301 or equivalent.

570 Marketing in an Electronic Environment

3 hrs.

This course focuses on the strategic implications of electronic commerce for both the consumer and business-to-business marketplace. Through a combination of lectures, readings, and application exercises the impact of the Internet and related technological developments are explored in relation to their effect on the firm's marketing activities. Topics for discussion include: advertising and selling on the Internet, the use of web sites to provide service and support to customers, supply chain management in the digital world, and data mining. Prerequisite: MKT 301 or equivalent.

580 Marketing Management

3 hrs.

Management of marketing function of the firm: determination of objectives, organization and controls for effective utilization of marketing resources in coordinated effort with other major functional areas. Identification and selection of market opportunities. Competitive strategies and development of marketing policies and programs. Prerequisite: MKT 301 or equivalent.

600 Survey of Marketing Management

3 hrs.

Seminar format with case analysis is used to introduce students to the tools and concepts necessary for planning, organizing, and controlling marketing activities. Typical topics include market analysis and segmentation, market planning, market research, and produce pricing, promotion, and distribution strategies. Prerequisite: none.

602 Market Research Design

3 hrs.

Application based course exploring the principles and purposes of marketing research. Covers research design, questionnaire development, sample selection, data collection, data analysis, and report generation. Focus is on the gathering and use of information for better decision making. Prerequisite: MKT 600.

604 New Product Development**3 hrs.**

Practical management of new product development methods and techniques from current research and successful industrial practice. An in-depth review of concepts, empirical findings, and paradigms that collectively form the foundation for the design and marketing of new products. An overview of emerging concepts, analytical techniques, empirical findings and paradigms that alter the nature, scope, and practice of marketing emerging technologies. Prerequisites: MKT 600 or equivalent and FIN 601.

606 Marketing in a High Technology Environment**3 hrs.**

Investigation of the many functions, strategies, systems, environmental forces, and competitive activities involved in the marketing of ideas, goods, and services to organizational customers which include businesses, industries, institutions, and governments. These issues will be evaluated within the context of a high technology environment. Using a seminar format, case analysis and class participation will be important dimensions of the course. Prerequisite: MKT 604.

611 Global Product and Brand Management**3 hrs.**

Exploration of issues associated with product management, with an emphasis on managing the brand as a strategic asset. Students learn to apply analytic decision tools, write product marketing plans, and select and implement marketing strategies. Prerequisite: MKT 604.

650 Selected Research Topics**3 hrs.**

Research on a particular topic relevant to marketing by one student or a group of students. The research paper must be an original contribution showing a research design and results that meet the highest standards of social science research. Prerequisites: 15 hours in MSM program and approval of instructor.