

Business Administration

business.siu.edu

Email: GradPrograms@business.siu.edu

COLLEGE OF BUSINESS

The graduate faculty, consisting of members of the School of Accountancy and the Departments of Finance, Management, and Marketing, offers graduate work leading to the Master of Business Administration degree, the Master of Accountancy degree, and the Doctor of Philosophy degree.

Graduate Faculty in Accountancy:

See under the major heading for the program in Accountancy

Graduate Faculty in Finance:

Beardsley, Xiaoxin Wang. Associate Professor and *Chair*, Ph.D., Pennsylvania State University, 2003; 2003. Market microstructure and investments.

Deng, Saiying, Assistant Professor, Ph.D., Temple University, 2005;2009., Financial Institutions.

Liang, Claire, Assistant Professor, Ph.D., University of Alberta, 2014; 2014. Corporate finance.

Peterson, Mark A., Professor and *Associate Dean*, Ph.D., Pennsylvania State University, 1996; 1997. Investments.

Graduate Faculty in Management:

Carter, Min, Assistant Professor, Ph.D., Auburn University, 2009; 2015. Leadership.

Dai, Ye, Assistant Professor, Ph.D., University of Texas at Austin, 2012; 2012.

DeYong, Gregory D., Assistant Professor, Ph.D., Indiana University, 2010; 2013. Operations management, decision technologies.

Goodale, John., Associate Professor, Ph.D., University of Utah, 1996; 2009. Operations management.

Karau, Steven J., Professor, Ph.D., Purdue University, 1993; 1998. Organizational behavior, human resource management.

Mykytyn, Peter P., Jr., Professor and *Chair*, Ph.D., Arizona State University, Tempe, 1985; 2001. Management information systems.

Nelson, H. James, Associate Professor, Ph.D., The University of Colorado, 1999.

Nelson, Kay M., Professor, Ph.D., University of Texas at Austin, 1995; 2005. Management information systems.

Nelson, Reed, Professor, *Emeritus*, Ph.D., Cornell University, 1983; 1991.

Graduate Faculty in Marketing:

Adjei, Mavis, Associate Professor, University of Mississippi, Ph.D., 2006; 2006. Marketing relationships, customer retention.

Anaza, Nwamaka, Assistant Professor, Ph.D., Purdue University, 2010; 2015.

Clark, Terry, Professor, Ph.D., Texas A&M University, 1987, 1999. Marketing strategy, global marketing, global business strategy.

Lee, Jaehoon, Assistant Professor, Ph.D., University of Texas at San Antonio, 2011; 2014. Consumer behavior.

Master of Business Administration

The M.B.A. program is oriented toward preparing students for managerial positions in business and government. The program emphasizes the ability to comprehend internal and external

social, legal, political, and economic forces as they affect the decision-making process within a business organization. The specific learning objectives of the program include the following:

- a. Students must understand basic concepts and terminology in key functional areas of business (i.e., accounting, finance, management, and marketing).
- b. Students must demonstrate the ability to diagnose, analyze, and provide solutions to complex business situations.
- c. Students must possess key skills (written and oral communication skills, computer skills, team-work skills, and leadership skills) required for successful managerial careers.
- d. Students must be able to integrate the functional areas of business such that decision-making serves the interests of the entire business.

The programs have been structured so as to serve both holders of baccalaureate degrees in business administration and those who hold degrees in other disciplines. The M.B.A. program is accredited by the AACSB International.

M.B.A. Core

BA 510 Managerial Accounting and Control Concepts

BA 522 Operations and Supply Chain Management

BA 530 Financial Management

BA 540 Managerial and Organizational Behavior

BA 550 Marketing Management

BA 58* International Business Core Requirement

BA 598 Business Policies

- Students with undergraduate degrees in finance must replace BA 530 with a 500-level Finance Course.
- Students with undergraduate degrees in accountancy must replace BA 510 with a 500-level ACCT prefix course.
- International Business Core Requirement of the MBA program may be satisfied by taking BA 580, 581, 582, or 588A,B; by engaging in an international (off-shore) internship or by an approved program offered by a partner institution.
- BA 580, 581, and 582 may only be used for either fulfillment of the M.B.A International Business Core Requirement or an elective concentration course, but not both. If two or more of these three courses are taken, each can fulfill one of these requirements.

Finance Concentration

Students seeking the M.B.A. concentration in the Finance area will take a total of three 3-hour elective courses.

BA 532 Financial Institutions and Markets

BA 533 Investment Concepts

BA 536 Financial Analysis and Security Valuation

BA 582 International Finance

Marketing Concentration

Students seeking the M.B.A. concentration in the Marketing area will take a total of three 3-hour elective courses.

BA 505 Brand Management

BA 551 Product Strategy and Management

BA 558 Promotional Strategy and Management

BA 581 Global Marketing

General M.B.A. (G.M.B.A.) Concentration

Students seeking the General M.B.A. track will take a total of four 3-hour elective courses.

BA 505	Brand Management
BA 514	Ethics of Business
BA 532	Financial Institutions and Markets
BA 536	Financial Analysis & Security Valuation
BA 537	Intellectual Property & Commercialization
BA 548E	Project Management
BA 551	Product Strategy and Management
BA 558	Promotional Strategy and Management
BA 560	Management of Information Systems
BA 561	Database Design and Applications
BA 581	Global Marketing
BA 582	International Finance

Admission Requirements

Prospective degree candidates are expected to demonstrate a readiness for graduate study and an aptitude for successful performance in graduate level work in business administration. Admission to the program is based on the applicant's undergraduate record, a satisfactory score on the Graduate Management Admission Test, and other evidence pertaining to ability to perform well in graduate work in business administration. Special circumstances and work experience may be considered if presented. More specifically, the applicant must:

1. Meet all admission requirements set forth by the Graduate School. These requirements are outlined elsewhere in the catalog.
2. Complete the Graduate Management Admission Test and have the results of the test mailed directly to Graduate Programs, College of Business.

For the online MBA program, the GMAT or GRE exam requirement is waived if the applicant has five or more years of professional experience following completion of an undergraduate degree, or if he/she has previously completed a master's program at an accredited university.

For the residential MBA program, the GMAT or GRE exam requirement is waived if the applicant has a business degree from an AACSB accredited university and a 3.5 or higher GPA on their last 60 credits of study, or if he/she has previously completed a master's program at an accredited university.

Information regarding this test is available by logging on to the website for: Graduate Management Admission Test. The website address is: mba.com.

To apply, one needs to complete and submit a Graduate School application and an M.B.A. program application. Application instructions are available online at: business.siu.edu/academics/mba. The application process begins at the SIU Graduate School: gradschool.siu.edu/apply/. Transcripts should be sent to Graduate Programs, College of Business, Southern Illinois University Carbondale, Carbondale, IL 62901-4625, 618/453-3030. Email: gradprograms@business.siu.edu.

This program requires a nonrefundable \$65 application fee that must be paid electronically with the online application for Admission to Graduate Study in the M.B.A. program in Business and Administration.

Double Major Policy

Any graduate student wishing to pursue a double major for a master's degree that includes business administration must satisfy the following requirements in addition to any requirements stated in the Graduate Catalog:

- The individual must satisfy all requirements for admission to the relevant master's program in business (M.B.A. or M.Acc.).
- The individual must satisfy all foundation requirements of the relevant master's program in business.
- The individual must complete all core courses, secondary core (M.Acc.) courses, and elective course requirements for the relevant master's program in business.
- No more than six hours of coursework outside the College of Business may be counted toward elective requirements in the relevant master's program in business.

Non-Business Graduate Students

- Non-business graduate students will be limited to six hours of 500-level BA prefix courses. These courses require the consent of the instructor and the department, and all course prerequisites must be met.
- Non-business graduate students who are put on academic probation will NOT be allowed to continue in 500-level BA prefix courses.
- Non-business graduate students will be allowed to register for BA level foundation courses (i.e., BA 410, 426, 430, and 450).

Application Deadlines

	Fall	Spring	Summer
Assistantship Applicants	March 15	Sept. 15*	February 15*
Fellowship Applications	Nov. 15 of previous year (Fall awards only)		
Other U.S. Applicants	June 15	Nov. 15*	April 1*
Other International Applicants	April 15	Sept. 15*	February 15

*The College of Business Associate Dean of Graduate Studies may approve acceptance of applications for review by the admissions committee on a case-by-case basis for entry to spring and summer semesters as courses and seats become available. General open admissions occur only for fall semesters.

Degree Requirements

A minimum of 33 semester hours of coursework is required. Students must earn a 3.0 grade point average (4.0 = A). Candidates who receive permission to write a thesis must complete a minimum of 30 semester hours of coursework plus an acceptable thesis, for which six semester hours of credit are assigned.

Foundation Areas. As an accredited member of the AACSB, the College of Business requires that students either currently have or swiftly obtain the requisite understanding of the common body of knowledge in business and administration. Current and prospective students can demonstrate their knowledge of these Foundation Areas through successful completion of the relevant Foundation Workshops offered by the College of Business, proficiency examinations, or appropriate coursework

at the level of C or higher.

For a list of current SIU courses that fulfill these Foundation Areas, please contact the M.B.A. admissions coordinator. Admitted or prospective students should provide course syllabi for other courses they wish to have evaluated as fulfilling the Foundation Area requirements. These should be provided no later than 2 weeks prior to their final advisement appointment before registering. The M.B.A. admissions coordinator may consider course catalogs from the relevant years at their discretion if syllabi are not available. All Foundation Courses must have been successfully completed at a grade of C or higher to be considered. Transcripts may not be substituted for syllabi/catalog descriptions.

Accounting, Finance, and Economics Foundation Area. (Required). Students should have a basic understanding of these three vital areas of business. A basic understanding of the concepts and functionality of financial accounting, finance, and macro- and micro- economics as they apply to a business setting is necessary to competently and effectively participate in the M.B.A. program at a graduate level.

Business Analytics I. (Required). Globally, organizations have placed increasingly heavy emphasis on metrics and analytics in making sound business decisions. The M.B.A. program reflects this ever-increasing need throughout the coursework. Therefore, it is necessary that students understand basic statistics and analytics in order to participate in the program competently.

Business Analytics II. (Optional). Those seeking a deeper understanding of business analytics through taking graduate courses in this topic area must begin with greater knowledge than the typical student must otherwise. To that end, this Foundation Area emphasizes knowledge in more advanced statistical techniques as well as their methods of application.

Advisement. The M.B.A. degree program coursework to be taken beyond the foundation courses is determined on an individual basis in conference with the M.B.A. advisor. All core and elective requirements must be met. For up-to-date information regarding the core and elective courses of the M.B.A. program, contact: Graduate Programs, College of Business, Rehn Hall, Room 133, Southern Illinois University, Carbondale, IL 62901-4625.

Students may choose to take all of their electives in a particular area such as finance or marketing in fulfilling their electives, or, alternatively, take electives across areas. Students may request approval to take one or more substantive electives outside of business which would provide training unavailable through business courses and would facilitate the student meeting career goals.

Transfer Credit. Within limits imposed by the policies of the Graduate School, an incoming student may receive transfer credit for up to six semester hours of equivalent coursework if the courses were taken at an AACSB International accredited graduate school.

A graduate student who has six hours or less of coursework remaining in their program may petition the master's programs committee for permission to complete up to six hours of equivalent coursework at another AACSB International accredited graduate school. The determination of equivalency is to be made by the director of the Master of Business

Administration degree program.

Coursework from other than AACSB International accredited graduate schools must be approved by the master's programs committee.

Academic Retention

In addition to the retention policies of the Graduate School, a student may earn no more than five hours of C or lower in graduate courses taken beyond the foundation requirements, or he/she will be suspended from the M.B.A. program. A student who has three outstanding recorded grades of Inc or Def remaining on the grade record at the end of any semester or session, for any reason, will be deemed to be not making normal progress and will be placed on probationary status. If the student has three outstanding grades of Inc or Def remaining on record at the end of the next semester or session, the student will be suspended from the program. The definitions of Inc and Def may be found in the Graduate Catalog.

A student who is to receive a grade of Inc in a course is to meet with the instructor to work out a time and conditions for completion of the course within policy guidelines. Typically, a Notification of Incomplete Grade Agreement form is completed and the student is provided with a copy.

Master's students holding graduate assistant positions supported by the College of Business are required to maintain a 3.0 graduate grade point average or automatically lose his/her graduate assistant position. A complete copy of the "Policies and Procedures for the Master's Programs" may be obtained from the Graduate Programs Office, College of Business.

Satisfactory progress in the MBA program. Upon admission to the MBA program, students have 6 years to complete the degree, however this requires that students stay actively enrolled in classes, request a leave of absence, or register for 1 credit hour each semester for continuing enrollment to remain active in their program. In all three scenarios, the time counts towards the required 6 years to completion.

Students who request a leave of absence may do so for a period not to exceed one year. At the end of that year students must return from leave and be actively registered in classes or request a continuation of the leave to be extended. Failure to do so will result in immediate dismissal from the program due to unsatisfactory progress. It is the responsibility of the student to be aware of the policies and due dates of their program.

M.B.A./B.A. (Computer Science) Program

The College of Business in conjunction with the College of Science offers a five-year integrated M.B.A./B.A. (Computer Science) Program. Selected students will be admitted to this program directly after high school. These students should take the undergraduate foundation requirements for M.B.A. as their electives while completing their B.A. degree. Their admission to the M.B.A. is guaranteed as long as they maintain a 3.0 GPA in the B.A. in Computer Science. However, they will be required to take the GMAT test prior to admission to the M.B.A. Program.

M.B.A./J.D. Concurrent Degree Program

The College of Business and the School of Law, together, offer the M.B.A./J.D. concurrent degree program. The J.D. degree alone requires completion of 90 semester hours of coursework and the M.B.A. degree alone requires completion of 33 semester

hours of coursework; however, in the M.B.A./J.D. concurrent degree program the School of Law accepts nine semester hours of business coursework toward meeting the J.D. semester hour requirement and the College of Business accepts nine semester hours of law toward meeting the M.B.A. semester hour requirement. The end result is that the concurrent degree program actually entails completion of 81 semester hours of law courses and 24 semester hours of business courses, with an 18 semester hours savings over pursuing both degrees separately outside of the M.B.A./J.D. concurrent degree program.

A student interested in enrolling in the M.B.A./J.D. concurrent degree program must apply both to the graduate program in law (which involves a law school application) and to the graduate program in business (which involves a Graduate School application and an M.B.A. program application) and be accepted by each program. The student may then request permission to pursue the concurrent degree program. This request must be made both to the College of Business and the School of Law and should be made prior to commencing the second-year law curriculum.

During the first academic year of concurrent work on the two degrees, the student enrolls only in the first-year law curriculum. In any subsequent academic term, the student may enroll for courses either in the School of Law or in the Master of Business Administration program. A student registered for both law and graduate business courses in the same term must enroll for a minimum of 10 hours in law, and 12 semester hours in total, in order to meet A.B.A. residence requirements and the academic requirements of the School of Law.

M.B.A./M.S. in Professional Media and Media Management Concurrent Degree Program

The College of Business and the College of Mass Communication and Media Arts (MCMA) together offer a concurrent degree program leading to a Master of Business Administration and a Master of Science in Professional Media and Media Management.

Separately the M.B.A. in the College of Business requires completion of 33 semester hours of coursework; the MCMA M.S. in Professional Media and Media Management requires 30 semester hours of coursework. The concurrent degree program entails completion of 21 semester hours of MCMA-approved courses and 24 credit hours of COB-approved courses, for a total of 45 hours. This is a savings of 18 semester hours over pursuing both degrees separately as COB accepts nine hours of MCMA-approved coursework and MCMA accepts nine hours of COB-approved coursework. The 24 hours of required COB MBA courses includes all seven core classes (BA 510, BA 522, BA 530, BA 540, BA 550, BA 598, and an International Requirement) and one BA elective course.

Students wishing to be admitted to the concurrent program must apply and be accepted into the MBA program in the College of Business, as well as apply and be accepted into the MCMA M.S. program in the College of Mass Communication and Media Arts. This initiates the process to pursue the concurrent degrees. Applicants for the concurrent degree program must also earn a satisfactory score on the GMAT or GRE to be admitted to the MBA program, as well as successfully complete the College of Business Foundation workshops offered during the summer semester break, if they have not previously completed the 10 foundation business courses (or their equivalent) required for admission into the MBA program.

M.B.A./M.S. in Agribusiness Economics Concurrent Degree Program

The College of Business and the Department of Agribusiness Economics (ABE) in the College of Agricultural Sciences (COA) together offer an M.B.A./M.S., a concurrent degree program leading to both the Master of Business Administration and the Master of Science with a major in agribusiness economics.

The M.B.A. degree requires completion of 33 semester hours of coursework; the M.S. with a major in ABE requires the completion of 30 semester hours of coursework. In the concurrent M.B.A./M.S. degree program, the College of Business accepts six semester hours of ABE approved coursework, and ABE accepts six semester hours of College of Business approved coursework. The end result is that the concurrent degree program entails completion of 27 semester hours of College of Business approved courses and 24 semester hours of ABE approved courses, for a total of 51 hours; this is a savings of 12 semester hours over pursuing both degrees separately outside of the M.B.A./M.S. concurrent degree program.

Students interested in enrolling in the M.B.A./M.S. in agribusiness economics concurrent degree program must apply to both the graduate program in the College of Business and the graduate program in ABE. The student must be accepted by both programs. This initiates the process to pursue the concurrent degrees.

Students enrolled only in the M.B.A. in the College of Business or the M.S. in agribusiness economics may request admission into the other program and approval to pursue the concurrent degree program. Admission to the concurrent degree program must be done at least one semester before the last semester of registration at SIU.

Online MBA Program (42 credit hours, 23 months)

The AACSB-Accredited Online MBA program is for those students who are working professionals and need an advanced degree. The students must be admitted to the Graduate School and complete an application to the College of Business Online Master Program available through the Online Master's Degree website at onlinegrad.business.siu.edu. Once admitted students will be provided an online advisor to guide them through the program. This is a cohort-based program and students are required to complete all courses specified over a 24-month period. Students are awarded the MBA degree upon satisfactory completion of all requirements, including the same G.P.A. and Foundation Area requirements of the residential M.B.A. program. The program is 100 percent online delivery. Descriptions of the individual courses below may be found in the Course Description section.

For program schedule, visit the College of Business Online Master's Degree Programs website at: onlinegrad.business.siu.edu/about/index.php

Requirements for Online MBA Program:

Online M.B.A. Core

- BA 505 (3)
- BA 506 (2)
- BA 507 (2)
- BA 508 (2)
- BA 509 (2)
- BA 510 (3)

- BA 511 (2)
- BA 514 (3)
- BA 522 (3)
- BA 530 (3)
- BA 531 (3)
- BA 540 (3)
- BA 550 (3)
- BA 560 (3)
- BA 580 (2) or International Immersion course
- BA 598 (3)

Agribusiness Economics Concentration Online MBA Requirements

The online MBA concentration in Agribusiness Economics is designed to develop advanced business management expertise with a specialized focus on the food and agribusiness sector. This degree will prepare students for the unique management challenges in industry firms and government agencies dealing with agriculture, food production and renewable natural resources, including banking and finance, insurance, farm and operations management, market and policy analysis, agricultural products sales and service, grain merchandising, economic policy, and food marketing, just to name a few. Students in the online MBA Concentration in Agribusiness Economics will take the following Business Administration and Agribusiness Economics graduate Courses:

- BA 506 Business Communication for MBA Professionals (2)
- BA 507 Critical Issues for Business Leaders (2)
- BA 509 Advanced Seminar in Leadership Development (2)
- BA 510 Managerial Accounting and Control Concepts (3)
- BA 511 Entrepreneurship Theory and Practice (2)
- BA 522 Operations and Supply Chain Management (3)
- BA 530 Financial Management (3)
- BA 540 Managerial and Organizational Behavior (3)
- BA 550 Marketing Management (3)
- BA 560 Management of Information Systems (3)
- BA 580 International Dimensions of Business and Management (2)
- BA 598 Business Policies (3)
- ABE 500 Agribusiness Economics Research Methodology (3)
- ABE 544 Agricultural Development (3)
- ABE 571 Resource Allocation in the Agribusiness Firm (3)
- ABE 572 Problems and Policies in the Agricultural Sector (3)

Analytics for Managers Concentration Online MBA Requirements

The online MBA concentration in Analytics for Managers will prepare students to take advantage of big data and data analytics in order to make effective strategic business decisions. Managers who know analytics are needed in virtually every business sector, including healthcare, marketing, manufacturing, engineering, logistics, retail, hospitality, and financial services to name a few. This concentration focuses on skills managers need to lead organizations using the most recent developments in analytics, artificial intelligence, and data visualization. Students will obtain this knowledge along with a solid MBA foundation.

Students in the online MBA concentration in Analytics for Managers will take the following Business Administration graduate courses:

- BA 506 Business Communication (2)
- BA 507 Critical Issues for Business Leaders (2)
- BA 509 Advanced Seminar in Leadership Development (2)
- BA 510 Managerial Accounting and Control (3)
- BA 511 Entrepreneurship Theory and Practice (2)
- BA 522 Operations and Supply Chain Management (3)
- BA 525 Data Science and Analytics for Managers (3)
- BA 526 Advanced Analytics and AI for Managers (3)
- BA 527 Advanced Analytics and Visualization for Managers (3)
- BA 528 MBA and Analytics Capstone (3)
- BA 530 Financial Management (3)
- BA 540 Managerial and Organizational Behavior (3)
- BA 550 Marketing Management (3)
- BA 560 Management of Information Systems (3)
- BA 580 International Business (2)
- BA 598 Business Policies (3)

Doctor of Philosophy

The Doctor of Philosophy in business administration degree program is designed to prepare individuals for faculty research and teaching positions in academic institutions and for high-level administrative or staff positions in business, government, and other organizations. Candidates for the Doctor of Philosophy in business administration degree must demonstrate in-depth knowledge of business and administration and high potential to undertake significant research.

Admission Requirements. To be eligible for admission, students must have completed a master's degree or its equivalent. A grade point average in all graduate level work of 3.5 (A = 4.0) is preferred, but not less than 3.0 is permitted for admission.

In certain instances admission to the Doctor of Philosophy in business administration degree program directly from the baccalaureate degree is permitted. To be considered for this admission route, students must have demonstrated promise of success in the Doctor of Philosophy in business administration degree program through outstanding achievement at the undergraduate level (minimum grade point average of 3.5 on a 4.0 scale) and superior performance in both the verbal and quantitative components of the Graduate Management Admission Test (minimum GMAT score of 600).

Applicants with exceptional research potential or outstanding academic preparation may have the option to enter the Doctor of Philosophy in business administration degree program after at least one semester as an M.B.A./M.Acc. student at SIU.

To apply to the Doctor of Philosophy in business administration degree program, each applicant is required to take the Graduate Management Admission Test (of the Educational Testing Service) and have an official report of these scores sent to SIU. The applicant needs to complete and submit a Graduate School application and a Doctor of Philosophy in business administration degree program application. The application process is entirely online and is located at gradschool.siu.edu/applygrad. Official transcripts can be sent to: Graduate Programs, College of Business, Southern Illinois University Carbondale, Carbondale, IL 62901-4625. Email: gradprograms@business.siu.edu.

This program requires a nonrefundable \$65 application fee that must be paid electronically with the online application for Admission to Graduate Study in the Doctor of Philosophy program in Business and Administration.

Degree Requirements. Students in the program must complete course work in certain foundation areas. A student who has completed successfully the requirements for the M.B.A. degree from an AACSB International accredited graduate business program will have met the foundation requirements. A student with a M.Acc. degree from an AACSB International accredited program will be expected to take some courses outside the accounting area, to be determined by the student's advisory committee. All other students will either complete the following courses or demonstrate proficiency based on prior academic work:

BA 410-3 Financial Accounting Concepts

BA 426-3 Managerial Economics

MATH 140-4 Short Course in Calculus

QUAN 506-4 Inferential Statistics

and 5 courses from any three of the following 4 areas:

a. BA 430, BA 510, BA 530

b. BA 450, BA 550, BA 598

c. BA 540, BA 598

d. BA 560

In addition, the student must demonstrate proficiency in computer programming.

The student must complete a prescribed program of doctoral coursework beyond the foundation work. A minimum of 60 semester hours is required: 12–18 hours in the major field; six–12 hours in a support field; six–12 hours of research tools; and 24 hours of dissertation credit. Additional hours may be required as prescribed by the student's program advisory committee (PAC). Students on C.B assistantships must teach at least three-six hours during their program with the appropriate student/teacher evaluations. The assistantship student's PAC determines whether sufficient proficiency has been attained before being admitted to candidacy, and an evaluation listing must be inserted into the student's permanent file and signed by the Ph.D. Director.

It is expected that all doctoral coursework will be completed at SIU. In exceptional cases, the PAC may consider petitions to accept credit, not to exceed six hours, for doctoral coursework done at other institutions.

In addition to the retention policy of the Graduate School, for the Doctor of Philosophy in business administration degree program five credit hours of *C* or three credits of *D* or *F* in any graduate level course will result in automatic dismissal from the Doctor of Philosophy in business administration degree program without any rights of appeal.

Advisement. For each student a program advisory committee (PAC) is constituted and approved according to procedures described in the Doctor of Philosophy in business administration degree program policies and procedures document of the College of Business. The PAC is responsible for developing and approving a program of study for the student which meets all requirements of the Graduate School and the Doctor of Philosophy in business administration degree program. The specific program is designed in terms of the individual student's career objectives.

Comprehensive Examinations. The comprehensive examination is designed to determine the breadth and depth of the student's knowledge within the discipline. A minimum of two years of study (48 semester hours) beyond the baccalaureate

must be completed before the student is permitted to sit for the comprehensive examination, and the student must be in the last semester of all scheduled coursework.

The comprehensive examination has a written and oral portion. After successful completion of the written segment, the student will sit for the oral portion of the comprehensive examination. Students who pass the oral portion will be recommended for candidacy when the residency and research tool requirements have been met. Students who fail the comprehensive examination, or any part thereof, may petition to retake the examination or any part thereof.

Specific conditions may be stipulated before the student can sit for the examination a second time. Those who fail the comprehensive examination a second time will be dismissed from the program.

Dissertation. Upon admission to candidacy, a dissertation committee is constituted and approved according to procedures described in the Doctor of Philosophy in business administration degree program policies and procedures document of the college. The student will prepare a written proposal and submit it to the dissertation committee and make an oral presentation of the dissertation proposal. On acceptance of the written and oral presentation of the dissertation proposal by the dissertation committee, the student will proceed with further work on the dissertation topic. The dissertation committee will monitor the student's progress in completing the dissertation. A final oral examination will be administered by the dissertation committee and will cover the subject of the dissertation and other matters related to the discipline. Upon successful completion of the final oral examination, the candidate will be recommended for the Doctor of Philosophy in business administration degree.

Other Graduate Degrees Offered by the College of Business

The college also offers the Master of Accountancy (M.Acc.) degree. In addition, jointly with the School of Law the College of Business offers the J.D./M.Acc. concurrent degree program. The reader is referred to the accountancy section of this catalog for details regarding the M.Acc. and J.D./M.Acc. programs. Additional information regarding the M.Acc. degree program may be obtained by contacting the School of Accountancy in the College of Business. Email: modom@business.siu.edu.

Recurring Tuition and Fees

The College of Business has implemented various fees to accommodate our heightened degrees of service for our student body. A student's status type will determine which apply.

College of Business Technology Fee. Assessed for all College of Business graduate programs at \$6 per credit hour for Fall and Spring semesters (up to 12 hours), and Summer semesters (up to 6 hours).

Differential Tuition Surcharge. In Fall 2008, the College of Business implemented a differential tuition surcharge of 15 percent of applicable tuition for graduate College of Business majors. The differential tuition surcharge will be assessed at the in-state tuition rate and will be capped at 15 credit hours per semester.

Online Program Tuition. In Fall 2009, the College of Business implemented a flat tuition rate of \$854 per credit hour for students in current 100 percent online graduate degree programs. This tuition covers the cost of textbooks and software that are required by the online program and courses. Further, students under this tuition rate are not charged for the out-of-state tuition differential, the College of Business Technology Fee, the CoB Differential Tuition Surcharge, university imposed credit-hour based fees, or university imposed semester-based fees that would otherwise apply to residential or off-campus students at SIU.

Additional Information: MBA or PhD

Additional information regarding the M.B.A. degree program or Doctor of Philosophy in Business Administration degree program may be obtained by contacting Graduate Programs, College of Business, Southern Illinois University Carbondale, Rehn Hall 133, Carbondale, IL 62901-4625. Email: gradprograms@siu.edu. Website: business.siu.edu

Courses (BA)

Students desiring to enroll in these courses must be admitted to the Master of Business Administration, Master of Accountancy, or Doctor of Philosophy in Business and Administration degree program or have permission of the Associate Dean of Graduate Programs or the Director of the School of Accountancy.

BA 410-3 Financial Accounting Concepts. Basic concepts, principles, and techniques used in the generation of accounting data for financial statement preparation and interpretation. Asset, liability, equity valuations and income determination is stressed. Restricted to enrollment in M.B.A. program or consent of department.

BA 430-3 Business Finance. An introductory course combining both a description of the structure of business financing and an analysis of functional finance from a managerial viewpoint. Prerequisite: ACCT 220 and ACCT/FIN/MGMT 208 or equivalent. Restricted to enrollment in M.B.A. program or consent of department.

BA 450-3 Introduction to Marketing Concepts. An overview of the role of marketing within an economic system and of the major marketing activities and decisions within an organization. Emphasis is on developing an understanding of the marketing process. Restricted to enrollment in M.B.A. program or consent of department.

BA 470-3 Legal and Social Environment. An overview of the legal, social, and ethical dimensions which influence business with particular attention to the role of law as a control factor of society in the business world. Restricted to enrollment in M.B.A. program or consent of department.

BA 503-3 Management of Change. The methods and processes of planned change are examined. Special emphasis is placed on the design and implementation of continuous improvement systems and related issues of managing constant change. Change models are viewed in the context of international competitiveness and a dynamic global environment. Restricted to enrollment in College of Business graduate program or consent of department.

BA 505-3 Brand Management. This course will focus on important issues facing brand managers who are managing existing brands. The focus will be at the level of the brand

and the discussions will pertain to issues involved in the development and implementation of brand strategies. The course will provide students with a conceptual framework to examine brand equity and use it as the basis for managing categories of brands, brand extensions, and dealing with the threats of generic brands. There will be an emphasis on bringing together the different elements of a brand strategy. Prerequisite: BA 550. Restricted to enrollment in College of Business graduate program or consent of department.

BA 506-2 Fundamentals of Business & Communication for MBA Professionals. This course will prepare MBA Professionals for the demands of the student's MBA program. This course is divided into four parts to teach students the fundamental knowledge needed to succeed in the program, as well as prepare them with the communication skills that are necessary in graduate and professional level environments. (1) Introduces students to the program and helps them re-familiarize with academic communication styles. (2) Introduces students to data analytics, and satisfies the Data Analytics I foundation requirement. (3) Covers the fundamental accounting and finance topics necessary to succeed in the program, and satisfies the Accounting/Finance/Economics foundation requirement. (4) Introduces students to topics in their preselected concentration and satisfies the particular workshop required for that concentration. Requires departmental consent for the course and desired concentration. Graded S/U or DEF.

BA 507-2 Critical Issues for Business Leaders. This course is designed to provide masters students with a forum to further explore topics on critical issues for business leaders. The two major themes for the course are to enhance the ability to think clearly and decisively; and, to build leadership and team performance. The process shall involve reading provocative articles and engaging in experiential exercises the culmination of which provides for a practical portfolio. Graded S/U or DEF.

BA 508-2 Seminar on Career Effectiveness. This course is designed to provide masters students with a forum to further explore topics on career effectiveness. Our emphasis will always be on self-development and the attainment of tools to advance your professional career. The two major themes for the course are to maximize personal job performance/career success and to engage in effective interaction with others. The process shall involve reading provocative articles and engaging in experiential exercises, the culmination of which provides for a practical knowledge of select issues related to personal brand management. Graded S/U or DEF.

BA 509-2 Advanced Seminar in Leadership Development. This is a class on leadership. The focus is not so much on leadership in terms of content, but more so about leadership processes, in developing your self-confidence and the skills necessary to lead. We will build upon the conceptual foundations provided from your previous management courses, structuring opportunities for further understanding of theoretical ideas, but emphasizing more of their practical application. Graded S/U or DEF.

BA 510-3 Managerial Accounting and Control Concepts. Basic cost concepts, measures, methods and systems of internal accounting useful for managerial planning, implementation, control and performance evaluation. Includes cost analysis relevant for non-routine decision-making. Prerequisite: Accounting, Finance, and Economics Foundation Areas, or ACCT 220 or equivalent. Restricted to enrollment in College of

Business graduate program or consent of department.

BA 511-2 Entrepreneurship Theory & Practice. This course is designed to provide master's students with an introduction to entrepreneurship, its theory, and practical applications. During this course you will be exposed to a number of activities related to starting and operating a business. The goal of this course is to provide you with the basic tools for business creation. The culmination of the course will be the completion of a business plan. Graded S/U or DEF.

BA 512-3 Supply Chain Cost Accounting. Basic cost concepts, measures, methods, and systems of cost accounting useful for the planning, implementation, control, and performance of supply chains. Includes cost analysis relevant for non-routine decision making. Restricted to enrollment in MS Supply Chain Management and Engineering.

BA 513-3 Accounting Concepts in Business Organizations. Accounting theory and practice as it applies to business and other organizations. Emphasis is on current problem areas in accounting and on research methods being used to resolve these problems. Restricted to Doctoral student in Business Administration or consent of department. Enrollment in College of Business graduate program or consent of department.

BA 514-3 Ethics of Business. (Same as ACCT 514) Philosophical implications of contemporary issues in business ethics. Restricted to enrollment in M.Acc. or M.B.A. Program, enrollment in College of Business graduate program or consent of department.

BA 522-3 Operations and Supply Chain Management. The study of the development of competitive strategy for the operations and supply chain function, frameworks and tools used to implement operations and supply chain strategy, and how the operations and supply chain function contributes to an organization's competitive capabilities in the global marketplace. Restricted to enrollment in the College of Business graduate program or consent of department.

BA 523-3 Innovation and Supply Chains. This course examines the challenges and the opportunities that technological innovation presents to supply chains, companies, and managers. What technology is to supply chains and businesses today, how science and invention fuel technological innovation, and the organizational challenges that are presented by the evolution of new technology are addressed. Restricted to enrollment in MS Supply Chain Management and Engineering.

BA 525-3 Data Science and Analytics for Managers. Provides a broad overview of basic concepts, principles, and recent innovations in Data Science. Data Science is the study of the extraction of knowledge from data. Data Science includes good domain knowledge, data modeling, database, statistics, and AI to produce effective solutions, predictions, and insights. This course will give a practical introduction to business analytics using databases, data warehouses, structured, and unstructured data from a cross-section of industries. Restricted to enrollment in College of Business graduate program or consent of the department.

BA 526-3 Advanced Analytics and Artificial Intelligence for Managers. The goal of Artificial Intelligence (AI) is to have a machine that can perform the cognitive functions of the human mind such as learning and thinking. This course is an introduction to artificial intelligence and how it can be combined with data analytics to create a powerful tool for better decision

making. Prerequisite: BA 525 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 527-3 Advanced Analytics and Visualization for Managers. This course will introduce students to the field of data visualization. Data visualization is the science of stripping data down to its most important structures and then using the best techniques to take advantage of human perception for effective communication, decision making, and persuasion. Students will learn how to present data in the most efficient, effective, and aesthetic for decision making. Prerequisite: BA 525 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 528-3 MBA Analytics Capstone. This is the capstone course in data analytics. Students will apply techniques learned in analytics, data science, artificial intelligence, and visualization in a variety of real world scenarios. Emphasis is on creative, abstract, and integrative thinking in executing a program in data analytics and managing the data analytics function. Prerequisite: BA 525, BA 526, and BA 527 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 530-3 Financial Management. Provide a broad overview of basic concepts, principles, and recent innovations in financial management. Topics covered will include risk and return, valuation, capital budgeting, capital structure and cost of capital, dividend policy, financial planning, international financial management and corporate restructuring. Prerequisite: Accounting, Finance, and Economics Foundation Area, BA 510 or equivalent. Restricted to enrollment in College of Business graduate program or consent of the department. Students who have had FIN 361 or its equivalent or were undergraduate finance majors are not allowed in BA 530 and should take BA 531 instead.

BA 531-3 Advanced Financial Management. An evaluation of selected financial policies connected with the acquisition and disposition of funds by the firm. An emphasis is placed on quantitative solutions to these problems. Prerequisite: BA 530, or FIN 361, or SIU undergraduate Finance major. Restricted to enrollment in College of Business graduate program or consent of department.

BA 532-3 Financial Institutions and Markets. The principal financial institutions and markets will be studied in relation to their contribution to the efficient operation of the individual enterprise and the total company. Prerequisite: Accounting, Finance, and Economics Foundation Area, or FIN 330 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 533-3 Investment Concepts. A study of fixed return and variable return securities, investment services, industry and issue analysis, empirical studies of groups and individual stock price movements. Prerequisite: Accounting, Finance, and Economics Foundation Area, or FIN 330 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 536-3 Financial Analysis and Security Valuation. (Same as FIN 469) Study of financial problems facing corporations, their causes and solutions. Emphasis given to the impact of these financial problems on how the market values securities. Topics include liquidity and leverage analysis, analysis of

profitability, and other financial analysis tools. Not available for students with credit for FIN 469. Prerequisite: BA 530 or BA 531. Restricted to enrollment in MBA program or consent of department.

BA 537-3 Intellectual Property and Commercialization. (Same as ENGR 522, LAW 633) Course teaches substance & practice of commercializing products of scientific & technical research. Provides a basic understanding of intellectual property laws in commercialization context & how those laws are applied in various fields of technology. Will learn how to value intangible assets, taking into account their commercial potential & legal status. Course will consider the legal & business issues surrounding marketing of products of research. Will prepare & negotiate license agreements. Will analyze legal & business issues surrounding whether & how to enforce intellectual property rights. Content & methods of course delivery & evaluation has been approved for provision by distance education.

BA 539A-1 to 15 Seminar in Finance. A series of doctoral seminars on theoretical and empirical issues in finance. Sections (A) through (D) may be taken only once. Corporate financial theory. Restricted to enrollment in College of Business graduate program or consent of department.

BA 539B-1 to 15 Seminar in Finance. A series of doctoral seminars on theoretical and empirical issues in finance. Sections (A) through (D) may be taken only once. Financial institutions and markets. Restricted to enrollment in College of Business graduate program or consent of department.

BA 539C-1 to 15 Seminar in Finance. A series of doctoral seminars on theoretical and empirical issues in finance. Sections (A) through (D) may be taken only once. Portfolio theory and speculative markets. Restricted to enrollment in College of Business graduate program or consent of department.

BA 539D-1 to 15 Empirical Methods in Finance. A series of doctoral seminars on theoretical and empirical issues in finance. Sections (A) through (D) may be taken only once. Empirical methods in finance. Restricted to enrollment in College of Business graduate program or consent of department.

BA 540-3 Managerial and Organizational Behavior. Case analyses of human problems in the business organization. Application of findings of behavioral science research to organization problems. Development of direction and leadership skills. Restricted to enrollment in College of Business graduate program or consent of department.

BA 541-3 Analytic Methods for Supply Chain Management. An introduction to mathematical model building in supply chains and the solution techniques commonly used to solve such models. In addition, this course includes statistical methods for decision making. Topical coverage includes decision theory, hypothesis testing, regression, spreadsheet modeling, mathematical programming, queuing models, and simulation. Restricted to enrollment in MS Supply Chain Management and Engineering.

BA 543-3 Personnel Management. An overview of the field of personnel administration, based on a review of the relevant literature and on practice in simulations of problems typically encountered in the field. Prerequisite: BA 440 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 544-3 Advanced Production Planning and Inventory Management. An in-depth study of analytical models and techniques for production planning, scheduling, and inventory management. Restricted to enrollment in MS Supply Chain Management and Engineering.

BA 545A-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Foundations in Organization Studies. Restricted to enrollment in College of Business graduate program or consent of department.

BA 545B-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Advances in Organizational Behavior. Restricted to enrollment in College of Business graduate program or consent of department.

BA 545C-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Advances in Organization Theory. Restricted to enrollment in College of Business graduate program or consent of department.

BA 545D-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Advances in Strategic Management. Restricted to enrollment in College of Business graduate program or consent of department.

BA 545E-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Special Topics in Organizational Behavior. Restricted to enrollment in College of Business graduate program or consent of department.

BA 545F-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Special Topics in Organization Theory. Restricted to enrollment in College of Business graduate program or consent of department.

BA 545G-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (A)-(G) can be taken only once. Special Topics in Strategic Management. Restricted to enrollment in College of Business graduate program or consent of department.

BA 546-3 Leadership and Managerial Behavior. This course will concentrate on leader and manager behavior at middle and upper organizational levels. Emphasis will be placed on leader and manager effectiveness and the factors that impact effectiveness. Prerequisite: BA 540 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 547A-3 to 15 (3,3,3,3 to 6) Seminar in Production/Operations Management-Foundations in Production/Operations Management. Series of advanced seminars in Production/Operations Management. Sections (A) through (C) may be taken only once. Restricted to enrollment in College of Business graduate program or consent of department.

BA 547B-3 to 15 (3,3,3,3 to 6) Seminar in Production/Operations Management. Series of advanced seminars in Production/Operations Management. Sections (A) through (C) may be taken only once. Service Operations Management. Restricted to enrollment in College of Business graduate program or consent of department.

BA 547C-3 to 15 (3,3,3,3 to 6) Seminar in Production/Operations Management. Series of advanced seminars in Production/Operations Management. Sections (A) through (C) may be taken only once. Production/Operations Management and Information Systems. Restricted to enrollment in College of Business graduate program or consent of department.

BA 547D-3 to 15 (3,3,3,3 to 6) Seminar in Production/Operations Management. Series of advanced seminars in Production/Operations Management. Special Topics in Production/Operations Management. Restricted to enrollment in College of Business graduate program or consent of department.

BA 548A-3 to 18 (3,3,3,3,3 to 6) Seminar in Management Information Systems. A series of advanced seminars on Management Information Systems (MIS). Sections (A) through (D) may be taken only once. Advances in Management Information Systems. Restricted to enrollment in College of Business graduate program or consent of department.

BA 548B-3 to 18 (3,3,3,3,3 to 6) Seminar in Management Information Systems. A series of advanced seminars on Management Information Systems (MIS). Sections (A) through (D) may be taken only once. Decision Support and Information Systems. Prerequisite: (A). Restricted to enrollment in College of Business graduate program or consent of department.

BA 548C-3 to 18 (3,3,3,3,3 to 6) Seminar in Management Information Systems. A series of advanced seminars on Management Information Systems (MIS). Sections (A) through (D) may be taken only once. Section (E) may be repeated as topics vary. Quantitative and Computer Methods for Decision Support and Information Systems. Restricted to enrollment in College of Business graduate program or consent of department.

BA 548D-3 to 18 (3,3,3,3,3 to 6) Seminar in Management Information Systems. A series of advanced seminars on Management Information Systems (MIS). Sections (A) through (D) may be taken only once. Section (E) may be repeated as topics vary. Strategic Management of Information. Restricted to enrollment in College of Business graduate program or consent of department.

BA 548E-3 Project Management. Organizations have become increasingly complex and their success is generally dependent on how well individuals can function as a group. It is important that you understand the activities that are necessary to participate in or manage a successful project; these topics include project selection, project scheduling, project budgeting, project monitoring and controlling a project, and closing a project. Restricted to enrollment in College of Business graduate program or consent of department.

BA 550-3 Marketing Management. A managerial approach to the study of marketing. Emphasis is on the nature and scope of the marketing manager's responsibilities and on marketing decision-making. Restricted to enrollment in College of Business graduate program or consent of department.

BA 551-3 Product Strategy and Management. Designed to treat product management and its relationships with business policies and procedures; the development of multiproduct strategies, means of developing such strategies and the problems and methods of commercialization. Prerequisite: BA 550 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 552-3 Research Methodology for Marketing. The study of theory, method and procedure for quantitative and qualitative

analysis of primary and secondary marketing data. Emphasis is placed on application of specific research tools to the process of formulating and testing research hypotheses. Restricted to enrollment in College of Business graduate program or consent of department.

BA 553-3 Supply Markets and Negotiation. This course is designed to address markets and negotiations for managing the purchasing function in supply chains. Restricted to enrollment in MS Supply Chain Management and Engineering.

BA 555-3 Seminar in Consumer Behavior. Emphasis on the theories and research relating behavioral science to the discipline of marketing. Development of sophisticated comprehension of the consumption process is undertaken. Restricted to enrollment in College of Business graduate program or consent of department.

BA 556-3 Seminar in Marketing Strategy. Long run market opportunities are identified and evaluated. Methods of implementation and execution affecting the relationship of strategic marketing planning to the allocation decisions of top management are emphasized. The orientation is toward theoretical development to provide a base for continuing research in the field. Restricted to enrollment in College of Business graduate program or consent of department.

BA 557-3 Seminar in Marketing Theory. The philosophical bases underlying the development of theory in marketing. The process of development of marketing ideations through research is emphasized. Restricted to enrollment in College of Business graduate program or consent of department.

BA 558-3 Promotional Strategy and Management. The study of the elements of the promotional mix including advertising, personal selling, sales promotion and publicity and how they apply in the profit and not-for-profit sectors of the market place. Prerequisite: BA 550 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 560-3 Management of Information Systems. A survey of information system design, analysis and operations. Topics include systems concepts, systems analysis and design, database management, software and hardware concepts, decision support systems, expert systems, distributed processing and telecommunications and information systems planning. Applications of information technology will be emphasized. Restricted to enrollment in College of Business graduate program or consent of department.

BA 561-3 Database Design and Applications. Database planning, design and implementation; application of data modeling techniques-entity-relationship diagrams, hierarchical, network, relational and object-oriented data modeling; physical design and data administration; Distributed and Expert Database Systems. Restricted to enrollment in College of Business graduate program or consent of department.

BA 562-3 Information Systems and Design. Principles and concepts; strategic systems planning; tools and techniques for analysis and design; construction and quality management; reusability; methodology evaluation; full life cycle CASE tools. Restricted to enrollment in College of Business graduate program or consent of department.

BA 565-3 Managing Supply Chain Information. Information system design, analysis and operations. Topics include systems concepts, systems analysis and design, database

management, software and hardware concepts, decision support systems, expert systems, distributed processing, and telecommunications and information systems planning. SAP applications in supply chain management will be emphasized. Restricted to enrollment in MS in Supply Chain Management and Engineering.

BA 570A-1 Professional Development Dimensions. To aid the professional development of M.B.A. students by providing a variety of experiences to address attitudes, values and ethical standards. Executive guest speakers, roundtable discussion, simulations and role-playing will be used. To be taken as one hour. Additional charges of approximately \$20 may be assessed for field trips. Restricted to enrollment in College of Business graduate program or consent of department.

BA 570B-1 Professional Development Dimensions. To aid the professional development of M.B.A. students by providing a variety of experiences to address attitudes, values and ethical standards. Executive guest speakers, roundtable discussion, simulations and role-playing will be used. To be taken as one hour. Additional charges of approximately \$20 may be assessed for field trips. Restricted to enrollment in College of Business graduate program or consent of department.

BA 571-1 Teaching and Research Essentials for Doctoral Candidates. This course is designed to prepare doctoral candidates within the College of Business for entry level (Assistant Professor) positions. Teaching strategies, classroom management, development of courses as well as research and publication strategies are discussed. Restricted to doctoral status in the College of Business. This course must be taken the second semester of the student's course work.

BA 573-3 Planning Systems and Strategic Decisions. A critical review of theory and research on the structure, content and process of strategic decisions. The design and implementation of planning systems also is emphasized. Restricted to enrollment in College of Business graduate program or consent of department.

BA 574-3 Advanced Research Methods in Business Administration. A capstone research course in business that exposes the student to a full range of research experiences. Emphasis is on integrating learning and creative thinking in the execution of the research process. Restricted to enrollment in College of Business graduate program or consent of department.

BA 574B-3 Advanced Research Methods II. This course is a practicum in advanced research methods. It will focus on analysis of data, interpretation of results and synthesis of conclusions based on a clear understanding of the objectives of research, the characteristics of data and techniques for manipulating data. Restricted to enrollment in College of Business graduate program or consent of department.

BA 575-3 Seminar in Multivariate Statistics. This seminar in multivariate statistics will give doctoral students in Business a theoretical and practical knowledge of multivariate methods such as cluster analysis, multiple regression, discriminant analysis, canonical analysis, etc., for the purpose of equipping them for dissertation work, and subsequent research for publication in the top academic business journals. Restricted to enrollment in College of Business graduate program or consent of department.

BA 580-2 to 3 International Dimensions of Business and Management. International business and activities are examined in the international environment. The course will focus on concepts and issues of international business and will analyze the marketing, financial, accounting, managerial, logistical and production functions of international operations. Emphasis is on integrating, learning and creative thinking through lecture and case analysis. Foundational M.B.A. coursework should be completed. Restricted to enrollment in College of Business graduate program or consent of department.

BA 581-3 Global Marketing. The basic elements of marketing management are identified in the setting of a global business environment. Emphasis is given to variables in the international markets that effect strategic business planning such as cultural, ethical, political and economic influences. The course focuses on current trends in the marketing practices of organization. Prerequisite: BA 550 or equivalent. Restricted to enrollment in College of Business graduate program or consent of department.

BA 582-3 International Finance. Discussion of international monetary system, parity conditions, foreign exchange markets and financial markets. Special focus on financial management of the multinational firm, including risk assessment, hedging, capital budgeting, and performance evaluation and control. Not available for students with credit for FIN 464. Prerequisite: BA 530. Restricted to enrollment in College of Business graduate program, or consent of department.

BA 583-3 Global Operations Management. A study of issues and problems related to managing global operations and current practices. Topics include international operations comparisons, international operations improvement and competitive leverage, issues critical to global operations, international cross-functional coordination, coordinating international material flow, coordinating international process and product design, among others. Prerequisite: BA 580. Restricted to enrollment in College of Business graduate program or consent of department.

BA 584-3 Global Business Strategies. To examine decision-making in international business via a broad study of the opportunities and problems encountered when business operations cross national boundaries; to impart current knowledge regarding the theory and practice of functional aspects of global marketing, international finance and global operations management; to focus on the multinational nature of international managerial decisions. Prerequisite: BA 580. Restricted to enrollment in College of Business graduate program or consent of department.

BA 588A-3 Study Abroad-Business. Provides graduate credit for study abroad at accredited and approved foreign institutions. To be taken as first study abroad program. Restricted to enrollment in MBA program or consent of department.

BA 588B-3 Study Abroad-Business. Provides graduate credit for study abroad at accredited and approved foreign institutions. To be taken as second study abroad program. Restricted to enrollment in MBA program or consent of department.

BA 591-1 to 15 (3 per semester per 700 number) Independent Study. Directed independent study in selected areas of business administration. May be repeated as topics vary. Restricted to enrollment in College of Business graduate program or departmental approval required.

BA 595-1 to 6 Internship/Work Experience. Current practical experience in a business or other work directly related to course work in a College of Business program and to the student's educational objectives might be used as a basis for granting credit to the college. Credit is given when specific program credit cannot be granted and is usable for elective credit only. Credit is sought by petition and must be approved by the COB dean before registration. Graded S/U or DEF only. Restricted to enrollment in College of Business graduate program or consent of department.

BA 598-3 Business Policies. Study of the development and evaluation of business strategies and policies as they relate to the overall performance of the firm within its environment. Knowledge of the functional areas of administration, available business data and analytical tools will be utilized in solving comprehensive business cases and simulation games. Restricted to enrollment in College of Business graduate program or consent of department.

BA 599-3 to 6 Thesis. Restricted to enrollment in M.B.A. program or consent of department, consent of instructor.

BA 600-1 to 24 (1 to 16 per semester) Dissertation. Minimum of 24 hours to be earned for the Doctor of Philosophy degree in Business Administration. Restricted to advancement to candidacy for Doctor of Philosophy Degree in Business Administration.

BA 601-1 per semester Continuing Enrollment. For those graduate students in business who have not finished their degree programs and who have one or more INCs or DEFs on their records and/or are in the process of completing their degree requirements. The student must have previously enrolled in a minimum of 36 hours of course work that meets M.B.A. program core and elective requirement or have completed a minimum of 24 hours of BA 600 before being eligible to register for this course. Concurrent enrollment in any other course is not permitted. Graded S/U or DEF only.

BA 699-1 Postdoctoral Research. Must be a Postdoctoral Fellow. Concurrent enrollment in any other course is not permitted.

Courses (FIN)

There is no graduate program offered solely through the Department of Finance. Four-hundred-level courses in this department may be taken for graduate credit unless otherwise indicated in the course description.

FIN 432-3 Options and Futures Markets. Study of modern concepts and issues in financial options and futures markets. Emphasis on risk management in financial institutions, and applications in corporate finance and funds management. Prerequisite: FIN 331 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

FIN 433-3 Portfolio Theory and Management. Examination of modern concepts relating to management of security portfolios. Topics include security analysis, Markowitz Portfolio Theory, efficient market hypothesis, portfolio performance measurement, risk, and portfolio construction. Prerequisite: FIN 331 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

FIN 462-3 Working Capital Management. Liquidity analysis and management with a focus on managing cash, marketable securities, accounts receivable, inventory, banking relationships and short-term financing. Students may choose to be associated with Corporate Treasury Management Program and may be eligible to pursue CTP certificate. Prerequisite: FIN 361 or concurrent enrollment. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

FIN 463-3 Forecasting and Capital Budgeting. Long-term forecasting techniques used in business; alternative approaches to capital structure decisions, cost of capital measurement; and performance measurement for investment decisions including mergers and leasing; explicit consideration of certainty, risk, and uncertainty in investment analysis; theory and applications in private and public sectors. Prerequisite: FIN 361 or concurrent enrollment. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

Courses (MGMT)

There is no graduate program offered solely through the Department of Management. Four-hundred-level courses in this department may be taken for graduate unless otherwise indicated in course description.

MGMT 452-3 Supply Chain Transportation and Logistics. This course examines the areas of transportation and logistics as they relate to supply chain management. Not for graduate credit. Prerequisite: MGMT 318 with a grade of C or better. Restricted to College of Business major or minor, junior standing.

MGMT 471-3 Seminar in Entrepreneurship. Investigation of selected special or advanced topics in seminar format. Topics may include but are not limited to entrepreneurship, small business analysis, or topics related to the ownership and management of a business. Activities will include library and field research, data analysis, report writing, and active participation in seminar presentations and discussions. Designed particularly for the student who has completed FIN 350 and MGMT 350 and has discussed personal small business or entrepreneurial objectives with the instructor prior to registration. Restrictions: College of Business majors or minors, junior standing; or departmental approval required.

Courses (MKTG)

There is no graduate program offered solely through the Department of Marketing. Four-hundred-level courses in this department may be taken for graduate unless otherwise indicated in course description.

MKTG 401-3 Retail Management. Designed to present and integrate basic principles in decision areas such as location, layout, organization, personnel, merchandise control, pricing, sales promotion, traditional and e-commerce marketing strategies, and channel development considerations. A strategic managerial perspective of retail merchandising. Prerequisite: MKTG 304 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or

departmental approval required.

MKTG 405-3 Brand Management. This course is about branding, and the ways brands acquire and maintain economic and non-economic value. During our time together, we will explore the origins, power, theory, meaning, relevance and practice of brands, brand development, brand metrics and brand management. Prerequisite: MKTG 304 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

MKTG 435-3 International Marketing. Analysis of international operations and markets. Emphasis on the factors influencing marketing to and within foreign countries and the alternative methods of operations open to international firms including e-commerce. Prerequisite: MKTG 304 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

MKTG 438-3 Sales Management. Analysis of the sales effort within the marketing system. Philosophies, concepts and judgment criteria of the sales function in relation to the total marketing program. Emphasis on the integration of computer- and Internet-based technologies in the strategic development and operations of the sales force. Prerequisite: MKTG 304, MKTG 380, and MGMT 304 with grades of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

MKTG 463-3 Advertising Management. Deals with advertising from the viewpoint of business management. Discussion of integrated marketing communication and problems of integrating advertising strategy into the firm's total marketing program. Course discusses the role of advertising in different business environments such as technology driven markets and electronic commerce. Prerequisite: MKTG 304 and MKTG 363 with grades of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

MKTG 489-3 Services Marketing. An exploration of the special challenges of services marketing, including analyzing and developing solutions for new service design and innovation; branding and selling services; service quality and customer satisfaction; infusion of services into manufacturing industries; service delivery and distribution including through intermediaries and electronic channels; self-service technology and smart services; pricing and ROI of services; and service failure and recovery. Prerequisite: MKTG 304 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

MKTG 493-3 Marketing Strategy. Integrates all marketing concepts discussed in core required marketing courses. The course is aimed at developing the student's ability to think comprehensively, and to apply marketing concepts in traditional and e-marketing problems. Prerequisite: MKTG 305, 329, 363 and 390 with grades of C or better. Restrictions: Marketing major or departmental approval required.

MKTG 496-3 Field Seminar in International Business. Coursework and field study related to international business issues. Students will complete coursework on campus and then travel to international locations (e.g., Europe, Asia, or South America) for scheduled business visits with companies operating in those locations (both international and domestic businesses). Students will also complete additional report writing upon

return from their international trip. Fees: package cost for air transportation, land travel in and between countries, lodging, and some meals, in addition to tuition and on-campus costs. Prerequisite: MKTG 304. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.