8.
GRADUATE PROGRAM
REQUIREMENTS
AND COURSE DESCRIPTIONS
Graduate Program Requirements
and Course Descriptions

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COLLEGE OF BUSINESS
COLLEGE OF BUSINESS
MASTER OF BUSINESS ADMINISTRATION DEGREE

The Master of Business Administration degree is accredited by the American Assembly of Collegiate Schools of Business and conforms to its recommended guidelines.

The Master of Business Administration degree is designed to offer the opportunity for intensive education to qualified graduate students and is available to individuals with undergraduate degrees in the business administration areas, as well as to those with specializations outside the business field.

Students whose previous training has been in non-business fields may be admitted to the M.B.A. program but are required as a condition of admission to complete (in total or in part, depending upon the background of each student) the M.B.A. core courses. Students whose background is in business but who have completed the M.B.A. core courses five or more years prior to entering the program may be required by the Admissions Subcommittee of the Committee on Graduate Studies to complete successfully or test out of the M.B.A. core courses. The courses of the M.B.A. core are open only to graduate students and are in addition to degree requirements of the M.B.A.

All students who enter the M.B.A. degree program should have a familiarity with commonly used computer programs for spreadsheets and word processing. Special not-for-credit courses are commonly offered in the College of Business and elsewhere to address this need.

Program Admission Requirements. For admission to the M.B.A. program, applicants must meet University-wide graduate admission requirements and the following College of Business requirements:

1. An approximate overall grade-point average of 3.0 in all work completed at the undergraduate level.
2. An approximate composite score of 500 on the Graduate Management Admission Test (GMAT)* with results submitted to the Office of Admissions and Registrar prior to being considered for admission.
3. Favorable recommendation by the M.B.A. Admissions Subcommittee of the Committee on Graduate Studies and approval by the Provost and Vice President for Academic Affairs.

Those who do not meet the admissions requirements may be considered on an individual basis by the M.B.A. Admissions Subcommittee of the Committee on Graduate Studies.

M.B.A. Core Courses. The following courses constitute the M.B.A. core and are required for students who do not have credit for equivalent undergraduate courses.

*Applications for the GMAT or information on the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-6103, (609) 771-7330.
However, no credit for these courses may count toward degree requirements of the M.B.A.:

- ACC 5003 Financial Accounting Concepts
- BLW 5003 Legal Environment of Business
- ECO 5003 Economic Theory and Policy
- FIN 5003 Business Finance
- IS 5003 Introduction to Information Systems
- MGT 5003 Conceptual Foundations of Management
- MKT 5003 Introduction to Marketing
- MS 5003 Quantitative Methods for Business Analysis

**Degree Requirements.** The M.B.A. program requires 33 semester hours of work beyond any hours acquired in the M.B.A. core courses.

All candidates for the M.B.A. degree are required to complete successfully the following 21 semester hours in the common body of knowledge (CBK):

- ACC 5023 Accounting Analysis for Decision Making
- ECO 5023 Managerial Economics
- FIN 5023 Financial Management
- MGT 5043 Management and Behavior in Organizations
- MGT 5903 Strategic Management and Policy*
- MKT 5023 Marketing Management
- MS 5023 Decision Analysis and Production Management

Students seeking the M.B.A. degree may elect one of three options to complete the required 33 semester hours.

**Option One: General M.B.A., Non-thesis Option.** Under Option One students are required to complete the 21 semester hours above and 12 semester hours of electives. These electives may be taken either within the business divisions (Accounting and Information Systems, Economics and Finance, or Management and Marketing) and include courses listed in the M.B.A. concentrations, or in areas outside of business as approved by the Committee on Graduate Studies.

**Option Two: General M.B.A., Thesis Option.** Under Option Two students are required to complete the 21 semester hours above, six semester hours of electives as approved by the Committee on Graduate Studies, and six semester hours of Master's Thesis.

**Option Three: Non-thesis M.B.A., Concentration Option.** Under Option Three students are afforded the opportunity to concentrate in a particular area. Areas of concentration are Business Economics, Finance, Human Resources Management, Information Systems, Management of Technology, Management Science, Management Accounting, and Taxation.

* MGT 5903 is taken in the semester of graduation (or in the previous semester with the consent of the graduate advisor). Students who earn a grade of "B" or better in the course will satisfy the comprehensive examination requirement. A student who receives a grade of "C" may still satisfy the requirement by successfully passing a comprehensive examination as set out in this catalog.
Specific requirements for each concentration are discussed under the divisions of the College of Business, below.
DIVISION OF ACCOUNTING AND INFORMATION SYSTEMS

MASTER OF BUSINESS ADMINISTRATION DEGREE
MANAGEMENT ACCOUNTING CONCENTRATION

This concentration is designed to provide added preparation in management accounting subjects for graduate business students who do not have extensive prior coursework in accounting.

All students choosing to concentrate in management accounting must complete the 21 hours of CBK courses (see pp. 139-141) and must successfully complete 12 semester hours as follows:

- ACC 5033 Controllership
- ACC 5073 Cost Management and Control
- ACC 5123 Advanced Managerial Accounting Topics
- ACC 5143 Budgeting and Forecasting

MASTER OF BUSINESS ADMINISTRATION DEGREE
TAXATION CONCENTRATION

This concentration is designed to offer the opportunity for qualified graduate students to study business administration while developing special expertise in taxation. To achieve this end, students can focus their elective courses on developing an understanding of tax problems and opportunities in business planning.

All students choosing to concentrate in taxation must complete the 21 hours of CBK courses (see pp. 139-141) and, in addition, 12 semester hours as follows:

- ACC 5013 Taxation of Business Entities
- ACC 6043 Tax Research
- and 6 hours from the following:
  - ACC 5063 Seminar in Tax Factors in Business Management
  - ACC 6053 Estate, Trust, and Gift Taxation
  - ACC 6073 Corporate Taxation
  - ACC 6083 Tax Policy and Procedure
  - ACC 6113 Taxation of Partnerships and S Corporations
  - ACC 6123 Advanced Corporate Taxation
  - ACC 6143 Tax Planning
  - ACC 6163 International Taxation

MASTER OF PROFESSIONAL ACCOUNTING DEGREE

The Master of Professional Accounting (M.P.A.) degree is designed to accommodate applicants with a degree in any field. Such applicants must complete the equivalent of a B.B.A. degree in accounting from an accredited institution or must enroll in the courses of the M.P.A. core plus certain accounting courses set out by the M.P.A. Program Coordinator. The courses of the M.P.A. core may be taken simultaneously with the M.P.A. requirements, subject to course prerequisites and approval of the M.P.A. Program Coordinator.
Program Admission Requirements. In addition to satisfying the University-wide graduate admission requirements for unconditional admission, an applicant seeking unconditional admission to the M.P.A. program must meet the following requirements:

1. An approximate overall grade-point average of 3.0 in all work completed at the undergraduate level.

2. An approximate composite score of 500 on the Graduate Management Admission Test (GMAT) with results submitted to the Office of Admissions and Registrar prior to being considered for admission.*

3. Favorable recommendation by the M.P.A. Admissions Committee and approval by the Provost and Vice President for Academic Affairs.

Those who do not meet all of the admission requirements stated above may be considered for admission on a conditional basis. All admission deficiencies must be removed before enrolling for the last semester before graduation and will be in addition to degree requirements.

The following M.P.A. core courses or their equivalents are required for students with undergraduate curriculum deficiencies; however, no credit for these courses may be counted toward the M.P.A. degree requirements:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 3023</td>
<td>Intermediate Financial Accounting I</td>
</tr>
<tr>
<td>ACC 3033</td>
<td>Intermediate Financial Accounting II</td>
</tr>
<tr>
<td>ACC 3043</td>
<td>Federal Income Tax Accounting</td>
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<tr>
<td>ACC 3113</td>
<td>Accounting Information Systems</td>
</tr>
<tr>
<td>ACC 4013</td>
<td>Principles of Auditing</td>
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<tr>
<td>ACC 4153</td>
<td>Corporate and Partnership Taxation</td>
</tr>
<tr>
<td>ACC 5003</td>
<td>Financial Accounting Concepts</td>
</tr>
<tr>
<td>ACC 5023</td>
<td>Accounting Analysis for Decision Making</td>
</tr>
<tr>
<td>BLW 5003</td>
<td>Legal Environment of Business</td>
</tr>
<tr>
<td>ECO 5003</td>
<td>Economic Theory and Policy</td>
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<tr>
<td>FIN 5003</td>
<td>Business Finance</td>
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<tr>
<td>IS 5003</td>
<td>Introduction to Information Systems</td>
</tr>
<tr>
<td>MGT 5003</td>
<td>Conceptual Foundations of Management</td>
</tr>
<tr>
<td>MKT 5003</td>
<td>Introduction to Marketing</td>
</tr>
<tr>
<td>MS 5013</td>
<td>Quantitative Methods for Business Analysis</td>
</tr>
</tbody>
</table>

Degree Requirements. The minimum number of semester hours required for this degree, exclusive of coursework or other study required to remove admission deficiencies, is 30 hours.

All candidates must complete:

A. 15 semester hours of required graduate courses:

   ACC 5043  Advanced Auditing
   ACC 5123  Advanced Managerial Accounting Topics

*Applications for the GMAT or information on the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-6103, (609) 771-7330.
ACC 5133  Advanced Financial Accounting
ACC 6013  Seminar in Current Accounting Theory
ACC 6043  Tax Research

B. 6 semester hours of graduate electives in accounting or taxation.

C. 9 semester hours of approved graduate electives, of which no more than 6 hours can be in accounting or taxation.*

**MASTER OF TAXATION DEGREE**

The Master of Taxation (M.T.) degree is designed to accommodate applicants with a degree in any field. Such applicants must complete the equivalent of a B.B.A. degree in accounting from an accredited institution or must enroll in the courses of the M.T. core. The courses of the M.T. core may be taken simultaneously with the M.T. requirements, subject to course prerequisites.

**Program Admission Requirements.** In addition to satisfying the University-wide graduate admission requirements for unconditional admission, an applicant seeking unconditional admission to the M.T. program must meet the following requirements:

1. An approximate overall grade-point average of 3.0 in all work completed at the undergraduate level.

2. An approximate composite score of 500 on the Graduate Management Admission Test (GMAT) with results submitted to the Office of Admissions and Registrar prior to being considered for admission.**

3. Favorable recommendation by the M.T. Admissions Committee and approval by the Provost and Vice President for Academic Affairs.

Those who do not meet all of the admission requirements stated above may be considered for admission on a conditional basis. All admission deficiencies must be removed before enrolling for the last semester before graduation and will be in addition to degree requirements.

The following M.T. core courses or their equivalents are required for students with undergraduate curriculum deficiencies; however, no credit for these courses may be counted toward the M.T. degree requirements:

ACC 3023  Intermediate Financial Accounting I
ACC 3033  Intermediate Financial Accounting II
ACC 3043  Federal Income Tax Accounting
ACC 3113  Accounting Information Systems
ACC 4013  Principles of Auditing
ACC 4153  Corporate and Partnership Taxation

*Approval of the M.P.A. Program Coordinator is required.

**Applications for the GMAT or information on the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-6103, (609) 771-7330.
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ACC 5003 Financial Accounting Concepts
ACC 5023 Accounting Analysis for Decision Making
BLW 5003 Legal Environment of Business
ECO 5003 Economic Theory and Policy
FIN 5003 Business Finance
IS 5003 Introduction to Information Systems
MGT 5003 Conceptual Foundations of Management
MKT 5003 Introduction to Marketing
MS 5013 Quantitative Methods for Business Analysis

**Degree Requirements.** All candidates must complete:

A. 15 semester hours of required graduate tax courses:

   ACC 6043 Tax Research
   ACC 6053 Estate, Trust, and Gift Taxation
   ACC 6073 Corporate Taxation
   ACC 6083 Tax Practice and Procedure
   ACC 6113 Taxation of Partnerships and S Corporations

B. 6 semester hours of graduate tax electives.

C. 6 semester hours of graduate tax or accounting electives.

D. 3 semester hours of graduate business electives.

In addition to the semester hour requirements set forth above, all candidates for the M.T. degree are required to pass a comprehensive examination before graduation.

**COURSE DESCRIPTIONS**

**ACCOUNTING**

(ACC)

5003 **Financial Accounting Concepts**

(3-0) 3 hours credit.
An intensive study of accounting as a tool to communicate financial information for planning, analyzing, and controlling business enterprises directed toward decision making.

5013 **Taxation of Business Entities**

(3-0) 3 hours credit. Prerequisite: ACC 5003 or an equivalent.
Federal taxation of sole proprietorships, partnerships, and corporations, with an emphasis on compliance with federal tax laws and business planning, to acquaint students with the tax consequences of the forms of doing business and make them aware of the tax considerations in business operations.

5023 **Accounting Analysis for Decision Making**

(3-0) 3 hours credit. Prerequisite: ACC 5003 or an equivalent.
The study of accounting and its uses by management in the decision-making process.
5033 Controllership
(3-0) 3 hours credit. Prerequisite: ACC 5023 or an equivalent.
A study of the accounting executive's role in the management of a business enterprise; case studies of the use of accounting information to management.

5043 Advanced Auditing
(3-0) 3 hours credit. Prerequisite: ACC 4013 or an equivalent.
Specialized study of complex auditing problems, including statistical sampling techniques, auditing techniques through the computer auditor's reports, S.E.C. regulations, and interim reporting.

5053 Nonprofit Accounting
(3-0) 3 hours credit. Prerequisite: ACC 3033 or an equivalent.
A study of accounting principles and practices of not-for-profit organizations, including federal, state, and local governments.

5063 Seminar in Tax Factors in Business Management
(3-0) 3 hours credit.
A one-semester course in taxation for M.B.A. students who desire to recognize both tax problems and opportunities in common business situations. This course cannot be applied toward the M.P.A. degree.

5073 Cost Management and Control
(3-0) 3 hours credit. Prerequisite: ACC 5023 or an equivalent.
Study of contemporary issues, cost concepts, and procedures in managerial accounting, to include analysis and application of techniques in the generation of data for management information systems.

5083 Seminar in Internal Auditing
(3-0) 3 hours credit. Prerequisite: ACC 4013 or an equivalent.
Case study course involving: (1) in-depth study of internal control; (2) operation auditing; and (3) field studies in the San Antonio environment.

5123 Advanced Managerial Accounting Topics
(3-0) 3 hours credit. Prerequisite: ACC 5023 or an equivalent.
Advanced study of the applications of managerial accounting, including cost analysis, variance analysis, pricing decisions, transfer pricing, and budgeting.

5133 Advanced Financial Accounting
(3-0) 3 hours credit. Prerequisite: ACC 3033 or an equivalent.
A study of specialized areas of financial accounting. Topics may vary depending upon current professional controversies.

5143 Budgeting and Forecasting
(3-0) 3 hours credit. Prerequisite: ACC 5023 or an equivalent.
Examines the accountant's role in budgeting and forecasting. Study of advanced forecasting techniques and applications of microcomputers and forecasting.
6013 Seminar in Current Accounting Theory
(3-0) 3 hours credit. Prerequisite: ACC 3033 or an equivalent.
A study of the nature of accounting, the nature of theory, and an explanation of the history of the development of "generally accepted accounting principles." A critical analysis of the validity of such principles. Research into the field of current accounting literature, with the objective of critically evaluating the present status and future course of accounting thought.

6023 Seminar in Contemporary Accounting Thought
(3-0) 3 hours credit. Prerequisite: ACC 3033 or an equivalent.
A study of contemporary accounting issues in accounting research; cases and readings of current accounting literature; and the development and presentation of accounting research.

6043 Tax Research
(3-0) 3 hours credit. Prerequisite: ACC 4153, 5013, or an equivalent.
An in-depth study of how to find answers to tax questions. Students will become acquainted with various tax materials in the library and their use, including tax services, case reports, and IRS publications.

6053 Estate, Trust, and Gift Taxation
(3-0) 3 hours credit. Prerequisite: ACC 4153, 5013, or an equivalent.
Emphasis on estate and gift planning and income taxation of trusts and estates. Taxation of gratuitous transfers under the federal Estate and Gift Tax Codes including inter vivos gifts, marital deduction, powers of appointment, retained interest, the concept of distributable net income, fiduciary taxation, and the concept of an estate.

6073 Corporate Taxation
(3-0) 3 hours credit. Prerequisite: ACC 4153, 5013, or an equivalent.
Study of federal income taxation of corporations and shareholders, with emphasis on formation, distributions, personal holding companies, accumulated earnings tax, capital gains and losses, net operating losses, and capital and debt structure.

6083 Tax Practice and Procedure
(3-0) 3 hours credit. Prerequisites: ACC 4153, 5013, or an equivalent.
Advanced case studies of tax audits, administrative appeals, settlement technique, appellate jurisdiction, choosing forums, ruling and technical requests, civil litigation, collection process, offers in compromise, interest and civil penalties, indirect methods of proof, and criminal penalties.

6113 Taxation of Partnerships and S Corporations
(3-0) 3 hours credit. Prerequisite: ACC 4153, 5013, or an equivalent.
A study of the special tax attributes of partnerships and Subchapter S corporations, with a comparison of these forms of doing business. Formation, operation, and dissolution of partnerships and Subchapter S corporations.
6123 **Advanced Corporate Taxation**  
(3-0) 3 hours credit. Prerequisites: ACC 6043 and 6073, or their equivalents. Corporate liquidations, divisions, and reorganizations, and consolidated tax returns.

6143 **Tax Planning**  
(3-0) 3 hours credit. Prerequisite: ACC 4153, 5013, or an equivalent. A study of tax planning topics and techniques for individual taxpayers. Conducted in a seminar format, the course includes such issues as disposition of assets; the realization and recognition of gains and losses, including passive activities; and business profit-oriented expenses.

6163 **International Taxation**  
(3-0) 3 hours credit. Prerequisite: ACC 4153, 5013, or an equivalent. Study of tax problems and planning with respect to international transactions of individuals and corporations. Topics include U.S. taxation of foreign individual and corporate investments in the United States; U.S. taxation of export transactions, foreign investments, and U.S. persons living abroad; and analysis of applicable tax treaties.

6203 **Seminar in International Accounting**  
(3-0) 3 hours credit. Prerequisite: 9 hours of accounting. An analysis of the issues involved in accounting for multinational corporations, including environmental influences, foreign currency translation, management accounting, and international accounting standard setting. A brief study of accounting history is included in the course. (Formerly ACC 6133. Credit cannot be earned for both ACC 6203 and ACC 6133.)

6943 **Accounting Internship**  
(3-0) 3 hours credit. Prerequisites: Graduate standing; 15 semester hours of upper-division accounting or an equivalent. Internship must be approved in advance by the Internship Coordinator and the Graduate Advisor of Record. Supervised full- or part-time off-campus training in public accounting, industry, or government. Individual conferences and written reports required. Note: Credit hours may not be counted toward the M.P.A. degree.

6951-3 **Independent Study**  
1 to 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student’s Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the master’s degree.

6961 **Comprehensive Examination**  
(1-0) 1 hour credit. Prerequisite: Approval of the appropriate Committee on Graduate Studies to take the Comprehensive Examination. Independent study course for the purpose of taking the Comprehensive Examination. May be repeated as many times as approved by the
Committee on Graduate Studies. Enrollment is required each term in which the Comprehensive Examination is taken if no other courses are being taken that term. The grade report for the course is either CR (satisfactory performance on the Comprehensive Examination) or NC (unsatisfactory performance on the Comprehensive Examination).

**6973 Special Problems**  
(3-0) 3 hours credit. Prerequisite: Consent of instructor.  
An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a master’s degree.

**6983 Master’s Thesis**  
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor of Record and thesis director (form available).  
Thesis research and preparation. May be repeated for credit, but not more than 6 hours will apply to the master’s degree. Credit will be awarded upon completion of the thesis. Enrollment is required each term in which the thesis is in progress.

**MASTER OF BUSINESS ADMINISTRATION DEGREE**  
**INFORMATION SYSTEMS CONCENTRATION**

This concentration is designed to offer the opportunity for qualified graduate students to study business administration while developing special expertise in information systems. To achieve this end, students can focus their elective courses on developing general managerial knowledge in the design and implementation of information systems, management of communication technologies, principles of data base management systems, and principles of end user computing.

All students choosing to concentrate in information systems must complete the 21 hours of CBK courses (see pp. 139-141) and 12 semester hours from the following:

- IS 6103 Information Systems Design and Implementation
- IS 6203 Data Communication and Network Management
- IS 6403 Information Resource Management
- IS 6503 Principles of Data Base Management
- IS 6603 Seminar in Computer Security and Internal Control
- IS 6703 Advanced Business Information Systems
- IS 6803 Principles of End User Computing
- IS 6973 Special Problems

**COURSE DESCRIPTIONS**  
**INFORMATION SYSTEMS**  
*(IS)*

**5003 Introduction to Information Systems**  
(3-0) 3 hours credit.  
A conceptual study of information systems in organizations. A survey of information systems concepts will be presented, including a historical
perspective of information systems, the structure of the information systems function, an introduction to information systems technologies (hardware and software), application planning, system development, end user computing, decision support systems, and the management of information systems resources. Small cases and application problems which illustrate the concepts studied will be assigned.

6103 Information Systems Design and Implementation
(3-0) 3 hours credit. Prerequisite: IS 5003 or consent of instructor. The course integrates the areas of computer technology, systems analysis, and systems design in designing large-scale application or decision support systems. A strong introduction to the formalization of the information systems design process is provided. The course explores state-of-the-art systems design and specification techniques. The course stresses the frontiers of knowledge in the specification, design, implementation, and testing of information systems.

6203 Data Communication and Network Management
(3-0) 3 hours credit. Consent of instructor. Emphasis is on the impact of communications technology on information systems and the firm. Major topics include communication concepts, network architectures, data communications software and hardware, distributed information systems, and communication services. Network management and managing the new technologies are also emphasized.

6403 Information Resource Management
(3-0) 3 hours credit. Prerequisite: Consent of instructor. Study of the problems and techniques associated with managing information resources. Topics analyzed include information systems project planning and control, staffing, and costing alternatives. The role of the information systems function in relation to the business firm will also be studied.

6503 Principles of Data Base Management
(3-0) 3 hours credit. Prerequisite: IS 5003 or consent of instructor. Discussion and in-depth analysis of topics associated with the definition, creation, and management of data bases for business-oriented applications. Topics will include current developments in the field of data base management systems. Design of a data base system and implementation of the design will be done as a major project in the course.

6603 Seminar in Computer Security and Internal Control
(3-0) 3 hours credit. Prerequisite: IS 5003 or consent of instructor. In-depth analysis of topics related to control and security during system development and operation of information systems. Emphasis will be on techniques associated with control and security requirements in information systems.

6703 Advanced Business Information Systems
(3-0) 3 hours credit. Prerequisite: IS 6103 or consent of instructor. Study of computer-based technologies for facilitating the analysis and evaluation of complex problems. Topics include a review of decision analysis and a discussion of representations and the modeling process.
General concepts of artificial intelligence will be examined as the foundation for designing computer-based information systems which support strategic planning and managerial control. Methods and principles of knowledge engineering will be explored.

6803  Principles of End User Computing  
(3-0) 3 hours credit. Prerequisite: IS 5003 or consent of instructor.  
A study of the management, applications, and relevant technologies related to end user computing. Topics include application development in an end user environment; structure, management, and support for end user computing; the information center; personal computing; communications and networking; data and decision support applications of end user computing; and nonclerical office automation.

6951-3  Independent Study  
1 to 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student’s Graduate Advisor of Record.  
Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the master’s degree.

6973  Special Problems  
(3-0) 3 hours credit. Prerequisite: Consent of instructor.  
An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a master’s degree.
DIVISION OF ECONOMICS AND FINANCE

MASTER OF BUSINESS ADMINISTRATION DEGREE
BUSINESS ECONOMICS CONCENTRATION

This concentration is designed to offer the opportunity for qualified graduate students to study business administration at the graduate level with particular emphasis in business economics. It will particularly assist students in preparing for economics-related careers in the business environment and government or for graduate study in economics at the doctoral degree level.

All students choosing to concentrate in business economics must complete the 21 hours of CBK courses (see pp. 139-141) and 12 semester hours as follows:

ECO 5033 Economic Policy and Business Issues
ECO 6103 Economic and Business Forecasting
6 semester hours of graduate economics elective courses

COURSE DESCRIPTIONS
ECONOMICS
(ECO)

5003 Economic Theory and Policy
(3-0) 3 hours credit.
The opportunity for intensive study of micro- and macro-economic concepts; the price system as it functions under competition, monopoly, and partial monopoly; national income measurement and determination; business cycles; money and banking; monetary policy; and fiscal policy and economic stabilization.

5023 Managerial Economics
(3-0) 3 hours credit. Prerequisites: ECO 5003 and MS 5003, or their equivalents.
Application of price theory to economic decisions of the firm. A problem-oriented approach emphasizing demand, production, and profit-maximizing conditions and their implications for output and pricing strategies under various market structures and types of organization.

5033 Economic Policy and Business Issues
(3-0) 3 hours credit. Prerequisite: ECO 5003 or an equivalent.
A study of fluctuations in overall economic activity and their impact on optimal business and government economic decisions. Contemporary issues regarding the Federal Reserve’s monetary policy and the government’s tax and spending policies are evaluated in static and dynamic settings in terms of implications for inflation, unemployment, the government budget deficit, and the trade deficit.

5223 Monetary Theory
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
Theory and practice of monetary control; supply and demand for money; instruments of monetary control and channels of economic impact; and current issues in theory and policy.
5303 **International Trade and Finance**  
(3-0) 3 hours credit. Prerequisite: Consent of instructor.  
Survey of international trade theory and policy, balance of payments, and exchange rates, with applications to current issues.

5603 **Public Finance and Fiscal Policy**  
(3-0) 3 hours credit. Prerequisite: Consent of instructor.  
Theoretical rationale for collective action; incidence, equity, and efficiency of taxation methods; externalities and property rights; and fiscal management and debt financing.

5913 **Antitrust—Legal and Economic Analysis**  
(3-0) 3 hours credit. Prerequisite: ECO 5003 or an equivalent.  
An analysis of promoting and protecting competition through law. Antitrust implications of the managerial process are to be examined and evaluated.

6103 **Economic and Business Forecasting: National and International Applications**  
(3-0) 3 hours credit. Prerequisite: ECO 5003, an equivalent, or consent of instructor.  
Study of traditional and advanced forecasting techniques. Application of computer-assisted forecasting methods to national and international business forecasting problems.

6203 **Government and Business**  
(3-0) 3 hours credit. Prerequisite: ECO 5003 or an equivalent.  

6313 **Managerial Labor Economics**  
(3-0) 3 hours credit. Prerequisite: Consent of instructor.  
Survey of wage theory; wage determination and structure of labor markets; employment opportunities, economic security, leisure, and technological change; and labor organizations and collective bargaining.

6553 **Urban and Regional Economics**  
(3-0) 3 hours credit. Prerequisite: ECO 5003, an equivalent, or consent of instructor.  
Economics aspects of regions and their cities, including growth and development processes; data sources and analytical methods; and analysis of urban issues such as transportation, land use, pollution, and public sector service delivery.

6953 **Independent Study**  
(3-0) 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record.  
Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings.
May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the master's degree.

6973 Special Problems
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to the master's degree.

6983 Master's Thesis
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor of Record and thesis director.
Thesis research and preparation. May be repeated for credit, but not more than 6 hours will apply to the master’s degree. Credit will be awarded upon completion of the thesis. Enrollment is required each term in which the thesis is in progress.

MASTER OF BUSINESS ADMINISTRATION DEGREE
FINANCE CONCENTRATION

This concentration is designed to offer the opportunity for qualified graduate students to study business administration at the graduate level with particular emphasis in the area of finance. It will particularly assist students in preparing for finance-related careers in the business environment or for graduate study in finance at the doctoral degree level.

All students choosing to concentrate in finance must complete the 21 hours of CBK courses (see pp. 139-141) and 12 semester hours as follows:

FIN 5633 Investment Theory and Problems
9 semester hours of graduate finance elective courses

COURSE DESCRIPTIONS
FINANCE
(FIN)

5003 Business Finance
(3-0) 3 hours credit. Prerequisite: ACC 5003 or an equivalent.
The framework, tools, and basic concepts of financial management. Specific areas of inquiry include taxation, forecasting, working capital management, external financing, capital budgeting, and dividend policy.

5023 Financial Management
(3-0) 3 hours credit. Prerequisites: ECO 5003, FIN 5003, and ACC 5003, or their equivalents. Completion of or concurrent enrollment in ACC 5023 is recommended.
The study of concepts related to the financial management of the firm. Topics include asset and liability management, capital investment analysis and valuation, risk and uncertainty, sources and costs of financial
alternatives, and corporate financial policy. (Credit cannot be earned for both FIN 5023 and FIN 5043.)

5033 Cases in Financial Management
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
A case approach will be used to illustrate the applications of financial management to actual business situations as well as to integrate the different topical areas. The primary areas of focus will include planning, current asset management, capital budgeting, mergers and acquisitions, and financing alternatives.

5043 Budgeting and Finance in the Public Sector
(3-0) 3 hours credit.
An examination of public finance and budgeting. Concepts of public goods, analysis of public expenditures, concepts of capital budgeting, public budgeting techniques, assessment of taxation structures and other revenue sources, and intergovernmental fiscal relations. (Credit cannot be earned for both FIN 5023 and FIN 5043.)

5633 Investment Theory and Problems
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
A study of investment analysis and decision making with regard to financial instruments traded in organized markets. Topics include descriptions and functions of markets; impact of market structure on market efficiency and security pricing; valuation of stocks, bonds, and options; analysis of risk and return characteristics of investment alternatives; and selection and management of bond and stock portfolios.

5713 Financial Markets
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
An examination of major financial markets with emphasis on current trends and developments. Topics include markets used for risk management, such as financial futures, listed options, and SWAPS.

5733 Banking and the Financial Services Industry
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
The study of management practices applicable to banks and other firms operating in the financial services industry. Bank management practices using an asset/liability management approach are emphasized. Topics include major trends and developments having an impact on the financial services industry.

5813 Capital Formation and Budgeting
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
The techniques and issues involved in making long-term capital investment decisions. Topics include the concepts of the cost of capital and financial structure and how they relate to the capital budgeting decision, dividend policy, risk assessment and management, forecasting, and cash flow analysis.

5833 International Financial Management
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
The theory of business finance as applied to the operations of multinational firms. The determinants of exchange rates and the management
of exchange rate risk are analyzed in terms of their impact on how a multinational corporation functions in the international setting. Topics include the financial analysis and control of foreign investment decisions, management of working capital, participation in the international capital markets, financing of international trade, and management of corporate risk.

5913 Portfolio Theory and Efficient Capital Markets
(3-0) 3 hours credit. Prerequisite: FIN 5633 or an equivalent.
A comprehensive survey of the classical and contemporary theories of optimum portfolio construction; a study of the determinants of risk-return trade-offs in the selection of securities; and emphasis on the theory and evidence of efficient markets and its implications on the analysis of securities and portfolio management.

5963 International Business Internship
3 hours credit. Prerequisites: Consent of instructor and the Graduate Advisor of Record.
Opportunity for work experience in international business or public agency.

5983 International Business Essay
3 hours credit. Prerequisites: Consent of instructor and the Graduate Advisor of Record.
Opportunity for work experience in international management topic.

6113 Entrepreneurship and Venture Management
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
An examination of problems faced in the early stages of development and growth of business enterprises. Emphasis is on new venture financing and related management practices.

6213 Speculative Markets and Securities
(3-0) 3 hours credit. Prerequisite: FIN 5633 or an equivalent.
An examination of derivative financial instruments such as options and futures and their potential role in controlling portfolio risk. Valuation and the risk and return characteristics of these instruments, as well as trading and portfolio strategies, will be developed.

6313 Modeling of Financial Decision Making
(3-0) 3 hours credit. Prerequisite: FIN 5023 or an equivalent.
Computer models of financial problems commonly encountered in industry are developed. Topics include financial statement analysis, financial planning and forecasting, capital investment analysis, and financing decisions. Applications to investment analysis include security and options valuations, performance analysis, and portfolio management. Decision making under uncertainty is examined through various techniques including simulation.

6953 Independent Study
(3-0) 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record.
Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the master's degree.

6973 Special Problems
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a master's degree.

6983 Master's Thesis
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor of Record and thesis director.
Thesis research and preparation. May be repeated for credit, but not more than 6 hours will apply to the master's degree. Credit will be awarded upon completion of the thesis. Enrollment is required each term in which the thesis is in progress.

COURSE DESCRIPTIONS
BUSINESS LAW
(BLW)

5003 Legal Environment of Business
(3-0) 3 hours credit.
Study of the socio-economic, political, ethical, and legal environments of business. Topics include the development of law, court systems, business torts and crimes; corporate social responsibilities to the consuming public, employees, and competitors; real and personal property transactions; and the governmental regulations of business.

5033 Commercial Law
(3-0) 3 hours credit.
Offers the opportunity for thorough study of the Uniform Commercial Code and related business transactions, including Bankruptcy and Federal Securities Regulations.

5173 Legal Environment of International Business
(3-0) 3 hours credit. Prerequisite: BLW 5003 or an equivalent.
Essentials of international commercial law; recognized forms of business organization; corporate structure and liability; government regulation and antitrust policy; and the law of international commerce.

6973 Special Problems
(3-0) 3 hours credit.
Specialized study of the theory and the application of contemporary laws and court decisions. Possible topics include intellectual property law, environmental law, antitrust, and securities law. May be repeated for credit when the topics vary, to a maximum of 6 hours.
DIVISION OF MANAGEMENT AND MARKETING

MASTER OF BUSINESS ADMINISTRATION DEGREE IN INTERNATIONAL BUSINESS

In response to the geographical, commercial, and ethnic environments of UTSA, the College of Business offers the Master of Business Administration degree in International Business. The fundamental objective of this degree program is to offer students an opportunity to gain perspective on commercial activities in a setting which is bilingual, transnational, and cross-cultural. This program is designed to offer students from the United States or foreign countries the opportunity to study business administration while developing special expertise in its international aspects. To achieve this end, specific international content courses have been developed in the disciplines of management, marketing, economics, business law, and finance. There may be opportunities to study outside the United States and to apply the credit earned to the degree program at UTSA. The international content courses and possibilities for foreign study are supplemented by research and workshop opportunities in the area of international business.

Students entering the degree program must meet the normal admission requirements for UTSA and the College of Business.

Students pursuing this degree must either demonstrate proficiency in one of the modern languages or take six hours of culture courses which have been approved by the graduate advisor. The proficiency in language may be demonstrated either by completion of six hours of courses in the same language or by an examination measuring proficiency at the six-hour level.

Program Admission Requirements. Applicants for admission to the Master of Business Administration program in International Business are required to meet the same general program admission requirements set out for the Master of Business Administration degree (see pp. 139-141).

Degree Requirements. The M.B.A. program in International Business requires 33 semester hours of work beyond any hours acquired in the M.B.A. core courses. All candidates for the M.B.A. degree in International Business must complete the following 21 semester hours:

ACC 5023  Accounting Analysis for Decision Making
ECO 5023  Managerial Economics
FIN 5023  Financial Management
MGT 5043  Management and Behavior in Organizations
MGT 5903  Strategic Management and Policy*
MKT 5023  Marketing Management
MS 5023  Decision Analysis and Production Management

*MGT 5903 is taken in the semester of graduation (or in the previous semester with the consent of the graduate advisor). Students who earn a grade of "B" or better in the course will satisfy the comprehensive examination requirement. A student who receives a grade of "C" may still satisfy the requirement by successfully passing a comprehensive examination as set out in this catalog.
In addition to the above courses, students must complete 12 semester hours from the following list of courses:

International Content Elective Courses:

- ACC 6203 Seminar in International Accounting
- BLW 5173 Legal Environment of International Business
- ECO 5303 International Trade and Finance
- FIN 5833 International Financial Management
- MGT 5183 Global Management
- MGT 5663 International Human Resources Management
- MKT 5673 International Marketing

Foreign coursework may be taken as:

- FIN 5963 International Business Internship
  or
- MKT 5963 International Business Internship
- FIN 5983 International Business Essay
  or
- MKT 5983 International Business Essay

Students choose either an elective program of 12 semester hours in international content courses as listed above or a combination of elective international content courses and foreign study as approved by the Committee on Graduate Studies. Normally the foreign study will be taken at a cooperating foreign institution. Foreign study is encouraged, and efforts will be made to assist students to complete a portion of their work outside the United States.

MASTER OF BUSINESS ADMINISTRATION DEGREE
HUMAN RESOURCES MANAGEMENT CONCENTRATION

This concentration is designed to offer the opportunity for qualified graduate students to study business administration while developing special expertise in human resources management. To achieve this end, students can focus their elective courses on developing managerial skills applicable to the management of the human resources function of organizations in a field that is continually changing due to technology, internationalization, and the social and legislative environment.

All students choosing to concentrate in human resources management must complete the 21 hours of CBK courses (see pp. 139-141) and 12 semester hours as follows:

- MGT 5643 Personnel Management Process
- MGT 5813 Strategic Human Resources Management

6 hours from the following:

- ECO 6313 Managerial Labor Economics
- MGT 5623 Industrial Relations
- MGT 5663 International Human Resources Management
- MGT 5723 Labor Relations in the Public Sector
- MGT 5733 Employment Law and Legislation
- MGT 6973 Special Problems
Additionally, a student may petition the faculty coordinating this concentration to substitute one other College of Business graduate elective in lieu of the above courses.

**MASTER OF BUSINESS ADMINISTRATION DEGREE**
**MANAGEMENT OF TECHNOLOGY CONCENTRATION**

This concentration is designed to offer the opportunity for qualified graduate students, primarily with a nontechnical background, to study business administration while developing special expertise in the management of technology. To achieve this end, students can focus their elective courses on developing general managerial skills applicable to technology-based organizations, leading professional and technical employees, and integrating the various functions of an organization in today's rapidly changing technological environment.

All students choosing to concentrate in the management of technology must complete the 21 hours of CBK courses (see pp. 139-141) and 12 semester hours as follows:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 5163</td>
<td>Management of Technology</td>
</tr>
<tr>
<td>MGT 5223</td>
<td>Management of Professional and Technical Personnel</td>
</tr>
</tbody>
</table>

6 hours from the following:

<table>
<thead>
<tr>
<th>Course Code</th>
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</tr>
</thead>
<tbody>
<tr>
<td>IS 6403</td>
<td>Information Resource Management</td>
</tr>
<tr>
<td>FIN 6113</td>
<td>Entrepreneurship and Venture Management</td>
</tr>
<tr>
<td>MGT 5213</td>
<td>Organizational Systems for Management of Technology and Innovation</td>
</tr>
<tr>
<td>MGT 6933</td>
<td>Professional Report</td>
</tr>
<tr>
<td>MGT 6943</td>
<td>Management Internship</td>
</tr>
<tr>
<td>MKT 5053</td>
<td>Marketing Technological Innovations</td>
</tr>
<tr>
<td>MS 5303</td>
<td>Decision Support Systems</td>
</tr>
<tr>
<td>MS 5373</td>
<td>Simulation Analysis of Business Systems</td>
</tr>
<tr>
<td>MS 5393</td>
<td>Production Management</td>
</tr>
<tr>
<td>MS 5453</td>
<td>Management and Control of Quality</td>
</tr>
</tbody>
</table>

Additionally, a student may petition the faculty coordinating this concentration to substitute one other College of Business graduate elective in lieu of one of the above courses.

**MASTER OF SCIENCE IN MANAGEMENT OF TECHNOLOGY**

The Master of Science in Management of Technology (M.S.MOT.) differs significantly from both the M.B.A. and the M.B.A. with a concentration in Management of Technology. The M.S.MOT. has a different set of required common body of knowledge courses and focuses on management issues and skills required to help bring into the marketplace and manage advances in technology in the form of ideas, goods, and services. The courses are from both the College of Business and the College of Sciences and Engineering.

**Program Admission Requirements.** For admission to the M.S.MOT. program, applicants must have an undergraduate or graduate degree in a scientific, engineering, or mathematical discipline from an accredited university or college and
meet University-wide graduate admission requirements and the following additional requirements:

1. An approximate overall average of 3.0 in all work completed at the under-graduate level;

2. An approximate composite score of 500 on the Graduate Management Admission Test (GMAT)* or equivalent score on other relevant tests, with results submitted to the Office of Admissions and Registrar prior to being considered for admission; and

3. Favorable recommendation by the M.S.MOT. Admissions Subcommittee and approval by the Provost and Vice President for Academic Affairs.

Those who do not meet the admissions requirements may be considered on an individual basis by the M.S.MOT. Admissions Subcommittee.

The following courses constitute the M.S.MOT. core and are required for students with limited exposure to undergraduate business courses; however, the number of M.S.MOT. core courses to be taken will be determined on a case-by-case basis depending on background and undergraduate/graduate courses already completed. No credit for these courses may count toward degree requirements for the Master of Science in Management of Technology:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 5003</td>
<td>Financial Accounting Concepts</td>
</tr>
<tr>
<td>BLW 5003</td>
<td>Legal Environment of Business</td>
</tr>
<tr>
<td>ECO 5003</td>
<td>Economic Theory and Policy</td>
</tr>
<tr>
<td>FIN 5003</td>
<td>Business Finance</td>
</tr>
<tr>
<td>IS 5003</td>
<td>Introduction to Information Systems</td>
</tr>
<tr>
<td>MGT 5003</td>
<td>Conceptual Foundations of Management</td>
</tr>
<tr>
<td>MKT 5003</td>
<td>Introduction to Marketing</td>
</tr>
<tr>
<td>MS 5003</td>
<td>Quantitative Methods for Business Analysis</td>
</tr>
</tbody>
</table>

**Degree Requirements.** The M.S.MOT. Program requires 30 semester hours of work beyond any hours acquired in the M.S.MOT. core courses.

A. All candidates for the degree of Master of Science in Management of Technology are required to successfully complete the following 18 hours:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>EGR 5613</td>
<td>New and Emerging Technologies</td>
</tr>
<tr>
<td>EGR 5623</td>
<td>Issues in Engineering Management</td>
</tr>
<tr>
<td>MGT 5163</td>
<td>Management of Technology</td>
</tr>
<tr>
<td>MGT 5203</td>
<td>Managerial Strategy and Systems</td>
</tr>
<tr>
<td>MGT 5223</td>
<td>Management of Professional and Technical Personnel</td>
</tr>
<tr>
<td>MKT 5053</td>
<td>Marketing Technological Innovation</td>
</tr>
</tbody>
</table>

B. All candidates for the degree of Master of Science in Management of Technology must complete an additional nine (9) hours as approved by the M.S.MOT. Candidacy and Program of Study Subcommittee.

*Applications for the GMAT or information on the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-7380, (609) 771-7330.
C. All candidates must complete a Professional Report (MGT 6933: Professional Report) under the guidance of a graduate faculty advisor.

D. All candidates must pass a comprehensive examination administered by the M.S.MOT. Candidacy and Program of Study subcommittee.

COURSE DESCRIPTIONS
MANAGEMENT
(MGT)

5003 Conceptual Foundations of Management
(3-0) 3 hours credit.
This course examines the evolution and development of conceptual frameworks for understanding managerial work and organizational processes within the context of changing environments. An integrated strategic management perspective is emphasized.

5043 Management and Behavior in Organizations
(3-0) 3 hours credit. Prerequisite: MGT 5003 or an equivalent.
This course examines the processes and techniques used to get work done through others in an organization. These processes include a study of individual differences, motivation, leadership, group behavior, interpersonal communication, decision making, and change. Cross-cultural applications are considered.

5053 Organizational Communication
(3-0) 3 hours credit. Prerequisite: MGT 5043.
A survey of theoretical and functional aspects of organizational communication, stressing interpersonal, intra- and interorganizational, and intercultural communication.

5073 Interpersonal Communication in Organizations
(3-0) 3 hours credit. Prerequisite: MGT 5043.
Specific focus will be placed on problems resulting from status differentiation in superior, subordinate, and peer relationships. Topics will include negative feedback, information distortion, interviewing, transactional analysis, and interpersonal perception.

5093 Leadership
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
An advanced course in organizational behavior which examines traditional and contemporary perspectives on leadership and the group processes toward which leadership is directed. The course includes applications of leadership theory to contemporary organizational problems.

5133 Organizational Decision Making
(3-0) 3 hours credit. Prerequisites: MS 5003 and MGT 5043, or consent of instructor.
An advanced course in organizational behavior focusing on the behavioral elements of the decision-making process. Drawing on theory and research in several disciplines, the course examines individual decision-making models, group decision-making models, and organizational deci-
sion-making models. Emphasis on prescriptive models for effective decision making.

5153 Social Issues in Business
(3-0) 3 hours credit. Prerequisite: MGT 5043.
Focuses on the forces surrounding the secularly oriented, technologically energized, and scientifically administered business sector of Western society. Develops an understanding of the underlying and basic forces that have fostered and shaped business. Emergence of the social responsibility ethic is examined.

5163 Management of Technology
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
Examines a broad range of topics and issues involved in the management of technology, including the international research and development environment and infrastructure; government, industry, and university roles in technology development; managing the research and development function; technology forecasting and assessment; and new product development.

5183 Global Management
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
Examination of management challenges facing multinational and international business. Includes the study of organization options, staffing, communication, multicultural negotiations, and political risk. Emphasis on different countries' approaches to competing, notably East Asia, Mexico, and Europe.

5203 Managerial Strategy and Systems
(3-0) 3 hours credit. Prerequisite: Semester of graduation or consent of graduate advisor.
Development of a conceptual framework for strategy, its definition, elements, and relationships to the basic functions of managing. Considers the impact of technological and other environmental forces on strategic management of the organization.

5213 Organizational Systems for Management of Technology and Innovation
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
Focuses on organizational systems commonly found in modern organizations dealing with technology, innovation, and creativity. Considers alternative organizing concepts, interfacing and integrating considerations, and decision-making and control systems.

5223 Management of Professional and Technical Personnel
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
The study of behavior in professional and technical organizations. Focuses on the characteristics of professional and technical personnel, status and role systems within the professional organization, and communication and conflict within and among professional groups.
5333 Small Business Development and Operation
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
Includes the development of new business organizations, joint ventures,
mergers and acquisition, and new products and services. Conceptualization
of the managerial role in emerging enterprises.

5623 Industrial Relations
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
An analysis of various employment relations systems in organizations.
Consideration will be given to various discipline, grievance, and appeals
systems in both union and non-union organizations. The roles of manage-
ment, unions, and government in collective bargaining for both labor and
administrative areas will be studied.

5643 Personnel Management Process
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
Management's approach to and the techniques for handling the human fac-
tor in an enterprise to maximize the productive efficiency of the firm through
sound procurement, development, utilization, and maintenance of its human
resources. Focus on behavioral and social sciences findings as they relate
to work and their implications for personnel philosophy, policy, and practice.

5663 International Human Resources Management
(3-0) 3 hours credit. Prerequisite: MGT 5643 or consent of instructor.
A comprehensive analysis of the functions of personnel administration,
including employee benefits, labor and employee relations, compensa-
tion, staffing, and training practices among multinational firms. Special
emphasis is placed on the regulation of human resources in foreign nations.

5723 Labor Relations in the Public Sector
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
An analysis of the unique role of labor relations at the federal, state, and
local levels. Consideration will be given to relevant legislation and how
and why public employees organize for collective bargaining. Emphasis
will be placed on the practical aspects of bargaining and contract admin-
istration and how they relate to the public in general.

5733 Employment Law and Legislation
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
An analysis of the various laws and administrative rulings having an
impact on the employment process of organizations. Focus will be on the
law as it affects various administrative decisions in recruiting, selection,
training, promoting, and other employment areas, including benefits and
labor relations.

5803 Contemporary Issues in Management
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.
An examination of current events or emerging topics that have an impact
on managerial and organizational performance in today's dynamic envi-
ronment. May be repeated for credit when topics vary.
5813 Strategic Human Resources Management
(3-0) 3 hours credit. Prerequisites: MGT 5643 and consent of instructor. An analysis of the overall role and function of human resources management with respect to an organization's overall strategic goals. Emphasis will be placed on the ethical and public policy trends in the field as well as current trends in the area.

5903 Strategic Management and Policy
(3-0) 3 hours credit. Prerequisite: MGT 5903 is taken in the semester of graduation (or in the previous semester with the consent of the graduate advisor). A course intended to integrate material taken in the M.B.A. program, as well as to broaden the horizons of the student beyond the focus on the firm. The macro-economic aspects of the economy and contemporary problems and trends of business are covered. Students who earn a grade of "B" or better in this course will satisfy the comprehensive examination requirement. A student who receives a grade of "C" may still satisfy this requirement by successfully passing a comprehensive examination as set out in this catalog.

6933 Professional Report
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor and the Faculty Advisor/Director. Research and preparation of an in-depth study of a complex business problem. Credit will be awarded upon completion of the written professional report.

6943 Management Internship
(3-0) 3 hours credit. Prerequisites: Graduate standing, 15 semester hours of graduate work and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student's Graduate Advisor of Record. Supervised full- or part-time off-campus work experience and training in management. Individual conferences and written reports required.

6953 Independent Study
(3-0) 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the master's degree.

6961 Comprehensive Examination
(1-0) 1 hour credit. Prerequisite: Approval of the appropriate Committee on Graduate Studies to take the Comprehensive Examination. Independent study course for the purpose of taking the Comprehensive Examination. May be repeated as many times as approved by the Committee on Graduate Studies. Enrollment is required each term in which the Comprehensive Examination is taken if no other courses are being taken that term. The grade report for the course is either CR
(satisfactory performance on the Comprehensive Examination) or NC
(unsatisfactory performance on the Comprehensive Examination).

6973 Special Problems
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
An organized course offering the opportunity for specialized study not
normally or not often available as part of the regular course offerings.
Special Problems courses may be repeated for credit when the topics vary,
but not more than 6 hours, regardless of discipline, will apply to a mas-
ter's degree.

6983 Master’s Thesis
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor and
thesis director.
Thesis research and preparation. May be repeated for credit, but not more
than 6 hours will apply to the master's degree. Credit will be awarded
upon completion of the thesis. Enrollment is required each term in which
the thesis is in progress.

COURSE DESCRIPTIONS
MARKETING
(MKT)

5003 Introduction to Marketing
(3-0) 3 hours credit.
Examination of marketing in society and the firm. Functions, institutions,
processes, methods, and issues will be examined. Emphasis will be on
marketing decision making.

5023 Marketing Management
(3-0) 3 hours credit. Prerequisites: ACC 5003, ECO 5003, FIN 5003, and
MKT 5003, or their equivalents. Completion of or concurrent enrollment
in ACC 5023 is recommended.
An analysis of marketing management processes within organizations.
Focus is on the use of strategic planning and market analysis to design
marketing programs in competitive environments.

5043 Consumer Behavior in Marketing Strategy
(3-0) 3 hours credit. Prerequisite: MKT 5023 or an equivalent.
The study of consumer behavior as the basis for marketing opportunities.
Analyzes and evaluates contemporary models of consumer behavior as a
guide to organizational decision making.

5053 Marketing Technological Innovation
(3-0) 3 hours credit. Prerequisite: MKT 5023 or consent of instructor.
An analysis of the role of technology and innovation in modern business
practice. Emphasis is placed on managing technological change to develop
business opportunities and competitive advantage.
5063 Marketing Research Design and Application  
(3-0) 3 hours credit. Prerequisites: MKT 5023 and MS 5003, or their equivalents. 
Analysis of the research function as the means to fulfill marketing's role of satisfying consumer wants. Reviews methodology used for conducting, analyzing, and reporting marketing research.

5083 Promotion Management  
(3-0) 3 hours credit. Prerequisite: MKT 5023 or an equivalent. 
Use of communication processes and programs to attain promotional goals; examination of mass and interpersonal forms of communication and the uses of sales promotion tools.

5123 Management of the Sales Force  
(3-0) 3 hours credit. Prerequisite: MKT 5023 or an equivalent. 
Examination of current and relevant issues regarding the role of selling in the firm; discussion of communication concepts and managerial processes in goal selection and attainment for sales activities.

5673 International Marketing  
(3-0) 3 hours credit. Prerequisite: MKT 5023 or an equivalent. 
Analysis of global marketing strategies, including an examination of the cultural, economic, and political dimensions. Focus is on developing alternative market entry strategies as well as managing longer-term competitive marketing adjustments.

5963 International Business Internship  
(3-0) 3 hours credit. Prerequisites: Consent of instructor and the student's Graduate Advisor of Record. 
Work experience in international business or public agency.

5983 International Business Essay  
(3-0) 3 hours credit. Prerequisites: Consent of instructor and the student's Graduate Advisor of Record. 
Original research report on international management topic.

6951-3 Independent Study  
1 to 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record. 
Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but no more than 6 hours, regardless of discipline, will apply to the master's degree.

6973 Special Problems  
(3-0) 3 hours credit. Prerequisite: Consent of instructor. 
An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings. Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to the master's degree.
**Master's Thesis**
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor of Record and thesis director.
Thesis research and preparation. May be repeated for credit, but not more than 6 hours will apply to the master's degree. Credit will be awarded upon completion of the thesis. Enrollment is required each term in which the thesis is in progress.

**MASTER OF BUSINESS ADMINISTRATION DEGREE**
**MANAGEMENT SCIENCE CONCENTRATION**

This concentration is designed to offer the opportunity for qualified graduate students to study business administration while developing special expertise in management science and to synthesize the theory and fundamentals of decision analysis with a study of current applicable technology. To achieve this end, students can focus their elective courses on the use of modern-day methodologies and techniques in the analysis and support of managerial decision-making activities, including the application of computer hardware and software.

All students choosing to concentrate in management science must complete the 21 hours of CBK courses (see pp. 139-141) and 12 semester hours of electives from the following:

- MS 5303 Decision Support Systems
- MS 5323 Statistical Methods for Business Analysis
- MS 5363 Computer Graphics/Multimedia for Management
- MS 5373 Simulation Analysis of Business Systems
- MS 5383 Microcomputer Applications in Business
- MS 5393 Production Management
- MS 5443 Software Entrepreneurship
- MS 5453 Management and Control of Quality
- MS 6943 Management Science Internship
- MS 6953 Independent Study
- MS 6973 Special Problems

Additionally, a student may petition the faculty coordinating this concentration to substitute one other College of Business graduate elective in lieu of one of the above courses.

**COURSE DESCRIPTIONS**
**MANAGEMENT SCIENCE (MS)**

**5003 Quantitative Methods for Business Analysis**
(3-0) 3 hours credit. Prerequisites: MAT 1033 and STA 1063, their equivalents, or consent of instructor.
Introduction to managerial decision analysis using quantitative and statistical tools. Topics include a general framework for decision analysis, decision tables and trees, simulation, linear programming and related techniques, classical optimization, forecasting, and statistical techniques. Uses applicable decision support software. (Formerly MGT 5013. Credit cannot be earned for both MS 5003 and MGT 5013.)
5023 Decision Analysis and Production Management
(3-0) 3 hours credit. Prerequisite: MS 5003 or an equivalent.
Study of applications of quantitative approaches (such as probabilistic,
programming, and simulation) to business decision analysis. Emphasis is
given to production management applications (such as resource alloca-
tion, scheduling, inventory control, capital budgeting, etc.) and the use of
computerized decision support systems. (Formerly MGT 5023. Credit
cannot be earned for both MS 5023 and MGT 5023.)

5303 Decision Support Systems
(3-0) 3 hours credit. Prerequisite: MS 5023.
Study of systems for supporting managerial and personal/professional
decision processes. Topics include review of sample decision support sys-
tems, methodologies for identifying decision needs, exploration of analy-
sis tools and related computer technologies and software, survey of expert
systems and artificial intelligence applications, and hands-on building of
systems. (Formerly MGT 5033. Credit cannot be earned for both MS
5303 and MGT 5033.)

5323 Statistical Methods for Business Analysis
(3-0) 3 hours of credit. Prerequisite: MS 5003.
Introduction to multivariate statistical analysis. Topics include multiple
regression, analysis of variance, discriminant analysis, conjoint analysis,
and factor analysis. Emphasizes the use of computer statistical packages.
(Formerly MGT 5323. Credit cannot be earned for both MS 5323 and
MGT 5323.)

5363 Computer Graphics/Multimedia for Management
(3-0) 3 hours credit. Prerequisite: MS 5023.
Survey of the hardware and software available for computer graphics/multi-
media applications in business and industry. Study of business graphics,
presentation graphics, and special purpose graphics (CAD, simulation anima-
tion, illustration, desktop publishing, graphic interfaces, etc.), together with
video and audio technologies. Emphasis is given to managerial applications
of graphic and multimedia technologies. (Formerly MGT 5363. Credit cannot
be earned for both MS 5363 and MGT 5363.)

5373 Simulation Analysis of Business Systems
(3-0) 3 hours credit. Prerequisite: MS 5023.
Study of computer simulation techniques in the analysis of business deci-
sion situations. Currently available tools, including general purpose sim-
ulation languages, spreadsheets, and graphics programs, will be explored.
Applications from a wide spectrum of areas will be discussed. (Formerly
MGT 5373. Credit cannot be earned for both MS 5373 and MGT 5373.)

5383 Microcomputer Applications in Business
(3-0) 3 hours credit. Prerequisite: MS 5003 or an equivalent.
Survey of microcomputer hardware, software, and applications. Emphasis
on available financial planning, word processing, graphics, desktop pub-
lishing, networking, program generation, data base systems, expert sys-
tems, communications, multimedia, and their applications in business.
5393 Production Management
(3-0) 3 hours credit. Prerequisite: MS 5023.
An analysis of the management functions related to production: planning, design, construction control, and operational control. Special topics will include forecasting, project management via CPM/PERT, plant location and layout, production scheduling, quality control, job design and analysis, and inventory management. (Formerly MGT 5393. Credit cannot be earned for both MS 5393 and MGT 5393.)

5443 Software Entrepreneurship
(3-0) 3 hours credit. Prerequisite: MS 5383.
Study of the business of commercial software development and the processes for moving computer software from design to implementation and subsequently to the marketplace. Topics will include surveying existing software and hardware, legal considerations, packaging and documentation, and economics of software development and marketing alternatives. Emphasis will be given to actual software development during this course. (Formerly MGT 5443. Credit cannot be earned for both MS 5443 and MGT 5443.)

5453 Management and Control of Quality
(3-0) 3 hours credit. Prerequisite: MS 5023.
An examination of the fundamental nature of quality assurance, its strategic importance in business and industry, and the economic impact of quality. Theoretical and management issues relating to quality problem-solving are emphasized. The contribution of the leaders in modern quality management are discussed. (Formerly MGT 5453. Credit cannot be earned for both MS 5453 and MGT 5453.)

6943 Management Science Internship
(3-0) 3 hours credit. Prerequisites: Graduate standing, 15 semester hours of graduate work, and consent of instructor. Internship must be approved in advance by the Internship Coordinator and the student's Graduate Advisor of Record.
Supervised full- or part-time off-campus work experience and training in management science. Individual conferences and written reports required.

6953 Independent Study
(3-0) 3 hours credit. Prerequisites: Graduate standing and permission in writing (form available) of the instructor and the student's Graduate Advisor of Record.
Independent reading, research, discussion, and/or writing under the direction of a faculty member. For students needing specialized work not normally or not often available as part of the regular course offerings. May be repeated for credit, but not more than 6 hours, regardless of discipline, will apply to the master's degree.

6973 Special Problems
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
An organized course offering the opportunity for specialized study not normally or not often available as part of the regular course offerings.
Special Problems courses may be repeated for credit when the topics vary, but not more than 6 hours, regardless of discipline, will apply to a master's degree.

6983 Master's Thesis
(3-0) 3 hours credit. Prerequisite: Permission of the Graduate Advisor and thesis director.
Thesis research and preparation. May be repeated for credit, but not more than 6 hours will apply to the master's degree. Credit will be awarded upon completion of the thesis. Enrollment is required each term in which the thesis is in progress.