8.
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COLLEGE OF BUSINESS

Mission Statement

The mission of the College of Business is to offer graduate and undergraduate programs of high quality that meet the needs of students, both in terms of their general education and their preparation for productive and rewarding professional careers. This focus requires that the college be alert and responsive to local, regional, and national issues and to the needs of business, government, and the community at large. Its faculty approach the challenge of education not only through their classroom and advising efforts but through active scholarship in their respective disciplines and service to the University, their profession, and the community.

Master of Business Administration Degree

The Master of Business Administration degree is accredited by AACSB, the International Association for Management Education, 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 nonbusiness 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 seven or more years before entering the program may be required by the Admissions Subcommittee of the Graduate Studies Committee to successfully complete or test out of the M.B.A. core courses. These courses are open only to graduate students and are in addition to degree requirements of the M.B.A.

Students who enter the M.B.A. degree program should have a familiarity with computer programs commonly used for spreadsheets and word processing. Special not-for-credit courses may be offered 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 with no component less than the 20th percentile on the Graduate Management Admission Test (GMAT); the results must be submitted to the Office of Graduate Studies before the applicant is considered for admission. GMAT test results will only be accepted if the test was
taken no more than five years before the date of application. Applications for the GMAT or information about the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-6103, (609) 771-7330.

Applicants are evaluated by the M.B.A. Admissions Subcommittee of the Graduate Studies Committee based on the above criteria. Those who do not meet the admissions requirements may be considered on an individual basis by this committee.

**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. However, no credit for these courses may count toward M.B.A. degree requirements.

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

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

Candidates for the M.B.A. degree are required to successfully complete the foundations of knowledge, which are included in the following 21 semester credit hours:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC</td>
<td>5023 Accounting Analysis for Decision Making</td>
</tr>
<tr>
<td>ECO</td>
<td>5023 Managerial Economics</td>
</tr>
<tr>
<td>FIN</td>
<td>5023 Financial Management</td>
</tr>
<tr>
<td>MGT</td>
<td>5043 Management and Behavior in Organizations</td>
</tr>
<tr>
<td>MGT</td>
<td>5903 Strategic Management and Policy*</td>
</tr>
<tr>
<td>MKT</td>
<td>5023 Marketing Management</td>
</tr>
<tr>
<td>MS</td>
<td>5023 Decision Analysis and Production Management</td>
</tr>
</tbody>
</table>

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

**Option 1: General M.B.A. Nonthesis Option.** Under Option 1 students are required to complete the 21 semester credit hours above and 12 semester credit hours of electives. These electives may be taken either in the College of Business (Division of 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 the college as approved by the Graduate Studies Committee.

*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.

UTSA 1999–2001 Graduate Catalog
Option 2: General M.B.A. Thesis Option. Under Option 2 students are required to complete the 21 semester credit hours above, 6 semester credit hours of electives as approved by the Graduate Studies Committee, and 6 semester credit hours of Master’s Thesis. See the University’s requirements for a thesis in Options for Master’s Degrees in Chapter 6.


Specific requirements for each concentration are discussed under the divisions of the College of Business.

Master of Business Administration Degree in International Business

In response to the geographical and commercial environments of UTSA, the College of Business offers the Master of Business Administration degree in International Business. 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. Specific international content courses have been developed in the disciplines of management, marketing, economics, business law, accounting, and finance. There may be opportunities to study outside the United States and to apply the credit earned to the degree program at UTSA.

Students pursuing this degree must either demonstrate proficiency in one of the modern languages or take 6 semester credit hours of culture courses approved by the graduate advisor. The proficiency in language may be demonstrated either by completion of 6 hours of courses in the same language or by an examination measuring proficiency at the 6-hour level.

Students who are not U.S. citizens and whose native language is not English will be assumed to have completed the language requirement.

Program Admission Requirements. Applicants for admission to the M.B.A. program in International Business are required to meet the same general program admission requirements set out for the M.B.A. degree.

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

A. Candidates for the M.B.A. degree in International Business are required to successfully complete the following 18 semester credit hours:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 5023</td>
<td>Accounting Analysis for Decision Making</td>
</tr>
<tr>
<td>ECO 5023</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>FIN 5023</td>
<td>Financial Management</td>
</tr>
</tbody>
</table>

UTSA 1999–2001 Graduate Catalog
B. In addition, students must complete the following 15 semester hours of courses:

Required courses (9 semester hours):

MGT 5183 Global and Comparative Management
MKT 5673 International Marketing
FIN 5833 International Financial Management

International content elective courses (6 hours from the following):

ACC 6203 Seminar in International Accounting
BLW 5173 Legal Environment of International Business
ECO 5303 International Trade and Finance
MGT 5233 International Business Analysis
MGT 5243 International Business Strategy
MGT 6973 Special International Business Topics
MKT 6973 Special International Business Topics

C. Special permission is required for

FIN 5963 International Business Internship
or
MKT 5963 International Business Internship

FIN 5983 International Business Essay
or
MKT 5983 International Business Essay

D. Foreign coursework. Students choose either a program of 15 semester credit hours in international content courses as listed above or a combination of elective international content courses and foreign study as approved by the Graduate Studies Committee. Normally the foreign study is taken at a cooperating foreign institution. Foreign study is encouraged, and efforts are made to assist interested students in completing a portion of their work outside the United States.

*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.
DIVISION OF ACCOUNTING AND INFORMATION SYSTEMS

Mission Statement

The mission of the accounting programs in the Division of Accounting and Information Systems is to offer graduate and undergraduate accounting programs of high quality that prepare students for professional careers in accounting. This mission includes providing a broad-based education and education in current business and accounting topics. The division is responsive to the needs of employers and other constituents of its programs. The division is also alert to the current issues in the local, regional, and national environment and plans and implements changes in the educational process to respond to those issues when needed. Faculty assist in accomplishing this mission through a planned integration of their teaching, intellectual, and service contributions.

The Master of Science in Accounting and the Master of Taxation degrees have been separately accredited by AASCB, the International Association for Management Education.

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 coursework in accounting.

Students choosing to concentrate in management accounting must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 semester credit hours as follows:

- ACC 5803 Controllership
- ACC 5833 Cost Management and Control
- ACC 5853 Advanced Managerial Accounting Topics
- ACC 5873 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.

Students choosing to concentrate in taxation must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 semester credit hours as follows:

UTSA 1999–2001 Graduate Catalog
ACC 6043 Tax Research

and 9 hours from the following:

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
ACC 6123 Advanced Corporate Taxation
ACC 6143 Tax Planning
ACC 6163 International Taxation

Master of Science in Accounting Degree

The Master of Science in Accounting (M.S.A.) degree is designed to accommodate applicants with a degree in any field. Applicants must complete the equivalent of a B.B.A. degree in accounting from an accredited institution or must enroll in the M.S.A. core courses plus certain accounting courses set out by the Coordinator of Graduate Programs in Accounting and Taxation. M.S.A. core courses may be taken simultaneously with the M.S.A. requirements, subject to course prerequisites and approval of the Coordinator of Graduate Programs in Accounting and Taxation.

Program Admission Requirements. In addition to satisfying the University-wide graduate admission requirements for unconditional admission, an applicant seeking unconditional admission to the M.S.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 with no component less than the 20th percentile on the Graduate Management Admission Test (GMAT); the results must be submitted to the Office of Admissions and Registrar before the applicant is considered for admission. GMAT results will only be accepted if the test was taken no more than five years before the date of application. Applications for the GMAT or information about the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-6103, (609) 771-7330.

Applicants are evaluated by the M.S.A. Admissions Committee based on the above criteria. Those who do not meet the admission requirements may be considered for admission on a conditional basis. Admission deficiencies, which do not count toward degree requirements, must be removed before enrolling for the last semester before graduation.

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

ACC 5003 Financial Accounting Concepts
ACC 5023 Accounting Analysis for Decision Making
ACC 3023 Intermediate Financial Accounting I
Degree Requirements. The minimum number of semester credit hours required for this degree, exclusive of coursework or other study required to remove admission deficiencies, is 30 hours.

All candidates must complete the following:

A. 15 semester credit hours of required graduate courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 5813</td>
<td>Advanced Auditing</td>
</tr>
<tr>
<td>ACC 5853</td>
<td>Advanced Managerial Accounting Topics</td>
</tr>
<tr>
<td>ACC 5863</td>
<td>Advanced Financial Accounting</td>
</tr>
<tr>
<td>ACC 6013</td>
<td>Seminar in Current Accounting Theory</td>
</tr>
<tr>
<td>ACC 6043</td>
<td>Tax Research</td>
</tr>
</tbody>
</table>

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

C. 9 semester credit hours of graduate nonaccounting electives, approved by the Coordinator of Graduate Programs in Accounting and Taxation

Master of Taxation Degree

The Master of Taxation (M.T.) degree is designed to accommodate applicants with a degree in any field. Applicants must complete the equivalent of a B.B.A. degree in accounting from an accredited institution or enroll in M.T. core courses. M.T. core courses 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 with no component less than the 20th percentile on the Graduate Management Admission Test (GMAT); results must be submitted to the Office of Admissions and Registrar before the applicant is considered for admission. Results will only be accepted if the test was taken no more than five years before the date of application. Applications for the GMAT
or information about the test may be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey, 08541-6103, (609) 771-7330.

Applicants are evaluated by the M.T. Admissions Committee based on the above criteria. Those who do not meet the admission requirements may be considered for admission on a conditional basis. Admission deficiencies, which do not count toward degree requirements, must be removed before enrolling for the last semester before graduation.

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

<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>ACC 5023</td>
<td>Accounting Analysis for Decision Making</td>
</tr>
<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>
</tr>
<tr>
<td>ACC 3113</td>
<td>Accounting Information Systems</td>
</tr>
<tr>
<td>ACC 4013</td>
<td>Principles of Auditing</td>
</tr>
<tr>
<td>ACC 4153</td>
<td>Corporate and Partnership Taxation</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.** All candidates must complete the following:

A. 15 semester credit hours of required graduate tax courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 6043</td>
<td>Tax Research</td>
</tr>
<tr>
<td>ACC 6053</td>
<td>Estate, Trust, and Gift Taxation</td>
</tr>
<tr>
<td>ACC 6073</td>
<td>Corporate Taxation</td>
</tr>
<tr>
<td>ACC 6083</td>
<td>Tax Practice and Procedure</td>
</tr>
<tr>
<td>ACC 6113</td>
<td>Taxation of Partnerships and S Corporations</td>
</tr>
</tbody>
</table>

B. 6 semester credit hours of graduate tax electives

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

D. 3 semester credit hours of graduate business electives outside the areas of taxation and accounting, approved by the Coordinator of Graduate Programs in Accounting and Taxation
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.

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.

5403 Financial Accounting and Reporting
(3-0) 3 hours credit.
An intensive study of current accounting theory and practice as it applies to corporate financial accounting and reporting. Application of Generally Accepted Accounting Principles (GAAP) to corporate accounting and their effect on external financial reporting are emphasized. (Credit for this course may not be counted toward the M.S.A. or M.T. degree requirements.)

5413 Managerial Accounting in Business Organizations
(3-0) 3 hours credit.
An intensive study of managerial and cost accounting techniques as they apply to decision making within business organizations. The use of quantitative methods in decision making and the role of internal accounting reports in business organizations are emphasized. (Credit for this course may not be counted toward the M.S.A. or M.T. degree requirements.)

5423 Survey of Taxation
(3-0) 3 hours credit. Prerequisites: ACC 5403 and 5413 or their equivalents.
A study of federal taxation of individuals, partnerships, and corporations. (Credit for this course may not be counted toward the M.S.A. or M.T. degree requirements.)

5433 Accounting Systems and Auditing
(3-0) 3 hours credit. Prerequisites: ACC 5403 and 5413 or their equivalents.
A study of accounting systems as an integrating framework within business organizations. Auditing theory and practice, the role and function of internal control and audit reports are emphasized. (Credit for this course may not be counted toward the M.S.A. or M.T. degree requirements.)

5443 Advanced Accounting Practice
(3-0) 3 hours credit. Prerequisites: ACC 5403 and 5413 or their equivalents.
Accounting regulation, the structure of the accounting profession, development of GAAP and accounting theory, the role of the accountant, professional ethics, and the social responsibility and obligations of professional accountants to the community are studied. (Credit for this course may not be counted toward the M.S.A. or M.T. degree requirements.)
5803 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. (Formerly ACC 5033. Credit cannot be earned for both ACC 5803 and ACC 5033.)

5813 Advanced Auditing
(3-0) 3 hours credit. Prerequisite: ACC 4013 or an equivalent.
A study of specialized areas of auditing. Topics may vary depending upon current professional controversies. (Formerly ACC 5043. Credit cannot be earned for both ACC 5813 and ACC 5043.)

5823 Nonprofit and Governmental 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. (Formerly ACC 5053. Credit cannot be earned for both ACC 5823 and ACC 5053.)

5833 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. (Formerly ACC 5073. Credit cannot be earned for both ACC 5833 and ACC 5073.)

5843 Seminar in Internal Auditing
(3-0) 3 hours credit. Prerequisite: ACC 4013 or an equivalent.
A study of specialized areas of internal and operational auditing. Topics may vary depending upon current professional controversies. (Formerly ACC 5083. Credit cannot be earned for both ACC 5843 and ACC 5083.)

5853 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. (Formerly ACC 5123. Credit cannot be earned for both ACC 5853 and ACC 5123.)

5863 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. (Formerly ACC 5133. Credit cannot be earned for both ACC 5863 and ACC 5133.)

5873 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. (Formerly ACC 5143. Credit cannot be earned for both ACC 5873 and ACC 5143.)
6013 Seminar in Current Accounting Theory
(3-0) 3 hours credit. Prerequisite: ACC 3033 or an equivalent.
A study of the nature of accounting and 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.

6043 Tax Research
(3-0) 3 hours credit. Prerequisite: ACC 4153 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 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 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 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 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 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 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 semester credit 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 hours credit. Prerequisites: Graduate standing; 15 semester credit 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.

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 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 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, and principles of database management systems. Some of the course offerings require previous academic credit or professional experience in information systems.

Students choosing to concentrate in information systems must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 semester credit hours of graduate information systems courses other than IS 5003.

Master of Science Degree in Information Technology

The Master of Science degree in Information Technology provides information systems and computer science professionals with the opportunity to acquire technical knowledge in a variety of specialized information technology fields and the management skills to create, plan, organize, lead, and control the information technology in their organizations. The program is designed for students with a technical background and preferably an undergraduate or graduate degree in information systems or computer science.

Degree requirements. Candidates for the degree of Master of Science in Information Technology must complete the following:

A. 12 semester credit hours of required courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>IS 5143</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IS 5203</td>
<td>Telecommunication Systems</td>
</tr>
<tr>
<td>MGT 5043</td>
<td>Management and Behavior in Organizations</td>
</tr>
<tr>
<td>MOT 5203</td>
<td>Strategic Management of Technology</td>
</tr>
</tbody>
</table>
B. All candidates for the degree must complete an additional 21 semester credit hours of elective courses.

1. Five courses from the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS 5103</td>
<td>Software Engineering</td>
</tr>
<tr>
<td>CS 5443</td>
<td>Database Management</td>
</tr>
<tr>
<td>CS 6543</td>
<td>Networks</td>
</tr>
<tr>
<td>CS 6553</td>
<td>Performance Evaluation</td>
</tr>
<tr>
<td>IS 5193</td>
<td>Software Engineering Management</td>
</tr>
<tr>
<td>IS 5563</td>
<td>International Telecommunications Policy</td>
</tr>
<tr>
<td>IS 6103</td>
<td>Information Systems Design and Implementation</td>
</tr>
<tr>
<td>IS 6203</td>
<td>Data Communications and Network Management</td>
</tr>
<tr>
<td>IS 6503</td>
<td>Principles of Database Management</td>
</tr>
<tr>
<td>IS 6703</td>
<td>Advanced Business Information Systems</td>
</tr>
<tr>
<td>IS 6953</td>
<td>Independent Study</td>
</tr>
</tbody>
</table>

2. Two courses from the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOT 5213</td>
<td>Organizational Systems for Management of Technology and Innovation</td>
</tr>
<tr>
<td>MOT 5163</td>
<td>Management of Technology</td>
</tr>
<tr>
<td>MGT 5093</td>
<td>Leadership</td>
</tr>
<tr>
<td>MGT 5133</td>
<td>Organizational Decision Making</td>
</tr>
</tbody>
</table>

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. (Credit for this course may not be counted toward the M.B.A. concentration in Information Systems.)

5013 Database Management for Business
(3-0) 3 hours credit. Prerequisite: Consent of instructor.
The use of databases in a contemporary business environment will be discussed. The course includes an in-depth analysis of topics associated with the definition, creation, and use of databases for business-oriented applications. Topics include current applications in the field of database management systems with hands-on experience with a database or data-warehousing software package.
5103 **Computer Support of Groups**
(3-0) 3 hours credit. Prerequisite: IS 5003 or an equivalent.
A study of the ways computers can be used to support the communication, coordination, and decision-making needs of groups. Problems encountered by face-to-face and distributed groups will be examined. Technology for addressing the problems will be studied.

5113 **Electronic Commerce**
(3-0) 3 hours credit. Prerequisite: IS 5003 or an equivalent.
Addresses the technological aspects of doing business on the Internet, including the technology underlying the Internet, common services required for all electronic commerce such as authentication and electronic payment systems, and the problems associated with some electronic commerce applications.

5143 **Information Technology**
(3-0) 3 hours credit. Prerequisite: Undergraduate degree in information systems or computer science, or consent of instructor.
Broad coverage of technology concepts underlying modern computing and information management. Topics include computer architecture and operating systems, information retrieval techniques, graphical user interfaces, networks, groupware, computer performance evaluation, efficiency of algorithms, and cryptography. Hands-on exposure to Internet services, SQL database language, PowerBuilder graphical interface language, and Lotus Notes.

5193 **Software Engineering Management**
(3-0) 3 hours credit. Prerequisite: Undergraduate degree in information systems or computer science, or consent of instructor.
Focuses on managing and improving the delivery of software in organizations, especially projects that include the development of large, multidisciplined systems. Students are exposed to the tools and techniques used on commercial systems, and they present research on how best to manage information technology projects. Emphasis on measurement tools for effective managerial planning and control.

5203 **Telecommunication Systems**
(3-0) 3 hours credit. Prerequisite: Undergraduate degree in information systems or computer science, or consent of instructor.
Examines current, future, and basic technical concepts and related telecommunications operations; explores critical issues of communications and connectivity among information systems from strategic, organizational, and technical perspectives. An in-depth examination of basic telecommunication terminology and concepts. Topics include signaling, modulation, multiplexing, frequency bands and propagation characteristics, spectral analysis of signals, digital coding, switching systems, OSI models, and traffic analysis.
5563 **International Telecommunications Policy**  
(3-0) 3 hours credit. Prerequisite: Undergraduate degree in information systems or computer science, or consent of instructor.  
The ultimate use of technology depends on a number of variables. Political factors as well as technical ones must be considered. All levels of government regulate telecommunications, from the city that controls the placement of telephone wires to the nation and/or state that issues licenses to broadcast. Because of the nature of telecommunications and the importance of the information it carries, international policies are also involved. This seminar investigates the institutions that affect the use of telecommunications, including the Department of State, the Department of Commerce and the FCC.

6103 **Information Systems Design and Implementation**  
(3-0) 3 hours credit. Prerequisite: IS 4053 or consent of instructor.  
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 and 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. Prerequisite: 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: MGT 5043 or consent of instructor.  
Study of the problems and techniques associated with managing information resources. Topics include information systems project planning and control, staffing, and costing alternatives. The role of the information systems function in relation to the business firm is also studied.

6503 **Principles of Database Management**  
(3-0) 3 hours credit. Prerequisite: IS 3063 or consent of instructor.  
Discussion and in-depth analysis of topics associated with the definition, creation, and management of databases for business-oriented applications. Topics include current developments in the field of database management systems. Design and implementation of a database system 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 is on techniques associated with control and security requirements in information systems.
Advanced Business Information Systems
(3-0) 3 hours credit. Prerequisite: IS 3073 or consent of instructor.
Study of computer-based technologies for facilitating the analysis and evaluation of complex problems. A review of decision analysis and a discussion of representations and the modeling process. General concepts of artificial intelligence are examined as the foundation for designing computer-based information systems that support strategic planning and managerial control. Methods and principles of knowledge engineering are explored.

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.

Comprehensive Examination
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).

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 no more than 6 hours, regardless of discipline, will apply to the master's degree.

Master's Thesis
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.
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 assists students in preparing for economics-related careers in the business environment and government or for graduate study in economics at the doctoral level.

Students choosing to concentrate in business economics must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 semester credit hours as follows:

ECO 5033 Economic Policy and Business Issues
ECO 6103 Economic and Business Forecasting: National and International Applications

6 semester credit hours of graduate economics elective courses

Master of Arts Degree in Economics

The Master of Arts degree in Economics blends the traditional social sciences–oriented master’s program in economics with modern applied and analytical tools. It is designed to prepare students for careers in a wide range of professional fields or further graduate study in economics. Students may choose a thesis or nonthesis option. The program and admissions are supervised by the Economics Graduate Studies Committee, which includes the Economics Graduate Advisor. General requirements for completion of the program consist of required courses, electives, and a comprehensive examination.

Program Admission Requirements. Applicants must meet University-wide graduate admission requirements. They are evaluated by the Economics Graduate Studies Committee based on the following criteria:

1. Admission decisions are based on grade-point average, letters of reference, and Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores.
2. Applicants must have an approximate score of 1000 on the GRE or an approximate composite score of 500 on the GMAT.
3. Accepted students are required to have completed an undergraduate degree before the start of the master’s program.
4. Students with noneconomics undergraduate degrees may be required to take some undergraduate or graduate courses that do not apply toward the master’s degree.

Degree Requirements. Students must complete 33 semester credit hours and a comprehensive examination.

A. Required courses. 12 semester credit hours of economics graduate courses:
B. 21 semester credit hours of elective graduate work, 12 of which may be noneconomics courses, contingent upon approval by the Economics Graduate Advisor. With approval of the advisor, students with graduate credits in a noneconomics field may apply up to 12 hours of graduate work to fulfill the noneconomics elective requirements.

Students pursuing the nonthesis option must complete at least 9 hours of economics elective courses. In the thesis option, students fulfill 6 hours of the elective work with a thesis. Elective courses are economics graduate courses not in the student's required courses sequence, including

- ECO 5303 International Trade and Finance
- ECO 5603 Public Finance and Fiscal Policy
- ECO 5913 Antitrust: Legal and Economic Analysis
- ECO 6203 Government and Business
- ECO 6313 Managerial Labor Economics
- ECO 6543 Health Care Economics and Policy
- ECO 6553 Urban and Regional Economics
- ECO 6973 Special Problems

C. Comprehensive examination. Students must pass a comprehensive examination administered by their graduate committee. This exam is normally given in the semester before the semester during which degree requirements are completed. The committee consists of the Economics Graduate Advisor and two other faculty members who may be recommended by the student. One may be a noneconomics faculty member. If the thesis option is adopted, the thesis supervisor is a member of the committee.

**COURSE DESCRIPTIONS**

**ECONOMICS**

(ECO)

**5003 Economic Theory and Policy**

(3-0) 3 hours credit.

The opportunity for intensive study of micro- and macroeconomic 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.

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 examined.

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.

6543 **Health Care Economics and Policy**  
(3-0) 3 hours credit. Prerequisite: ECO 5003 or an equivalent.  
The application of economic principles and modeling to the health care marketplace. Students will be given the opportunity to apply theoretical and empirical economic analysis to business and public policy issues in the health care industry.

6553 **Urban and Regional Economics**  
(3-0) 3 hours credit. Prerequisite: ECO 5003, an equivalent, or consent of instructor.  
Economic 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.

6943 **Economics Internship**  
3 hours credit. Prerequisites: Graduate standing, 15 semester credit 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. Cannot count as an economics elective toward an M.B.A. with a concentration in Business Economics.  
Supervised full- or part-time off-campus work experience and training in economics. Individual conferences and written reports required.

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 a master’s degree.

6961 **Comprehensive Examination**  
1 hour credit. Prerequisite: Approval of the appropriate graduate studies committee 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 Graduate Studies Committee. 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 no  
more than 6 hours, regardless of discipline, will apply to a master's degree.

6983  **Master's Thesis**  
3 hours credit. Prerequisite: Permission of the Graduate Advisor of Record  
and thesis director.  
Thesis research and preparation. May be repeated for credit, but no more  
than 6 hours will apply to a 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 an emphasis in finance. It  
particularly assists students in preparing for finance-related careers in the business  
environment or for graduate study in finance at the doctoral level.

Students choosing to concentrate in finance must complete the 21 semester credit  
hours of courses containing the foundations of knowledge and 12 semester credit  
hours as follows:

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

**Master of Science Degree in Finance**

The Master of Science degree in Finance provides an intensive education in various  
aspects of finance, including corporate finance, international finance, financial  
modeling, investments, and derivative securities. Emphasis is on theoretical aspects  
of finance, developments in financial instruments and markets, and practical  
application tools and techniques. The program is designed to train students to be  
financial managers and analysts in corporations, banks, and investment institutions.  
It also prepares students for undertaking specialized certification examinations and  
doctoral studies in finance. The program and admissions are supervised by the  
Graduate Studies Committee in Finance, which includes the Graduate Advisor in  
Finance. General requirements for completion of the program consist of nonfinance  
foundations of knowledge requirements, required finance courses, elective work, and  
a comprehensive examination.

**Program Admission Requirements.** For unconditional admission to the program,  
applicants must meet the University-wide graduate admission requirements and the  
following criteria:
1. An approximate overall grade-point average of 3.0 (on a 4.0 scale) in all work completed at the undergraduate level.

2. An approximate composite score of 500 on the Graduate Management Admission Test (GMAT). Results must be submitted to the Office of Admissions and Registrar before the applicant is considered for admission.

3. Applicants are evaluated by the Graduate Studies Committee in Finance based on the above criteria. Those who do not meet the admissions requirements may be considered on an individual basis by the committee.

4. Students with nonfinance undergraduate degrees may be required to take additional undergraduate and graduate courses for removal of deficiencies, as determined by the Graduate Studies Committee in Finance. Such courses do not apply toward the degree. Admission will be based upon the student's achieving a particular grade-point average in this coursework, to be determined by the Graduate Studies Committee in Finance.

**Degree Requirements.** Students must complete 33 semester credit hours and a comprehensive examination.

A. Foundations of knowledge courses:

- ACC 5023 Accounting Analysis for Decision Making
- ECO 5023 Managerial Economics
- MS 5023 Decision Analysis and Production Management

B. Finance courses:

- FIN 5023 Financial Management
- FIN 5633 Investment Theory and Problems
- FIN 6313 Modeling of Financial Decision Making
  (must be taken at least one semester before graduation)

C. 15 semester credit hours of electives, at least 12 of which must be in finance. The Graduate Advisor in Finance must approve nonfinance electives. Finance electives include

- FIN 5033 Cases in Financial Management
- FIN 5713 Financial Markets
- FIN 5733 Banking and the Financial Services Industry
- FIN 5813 Corporate Valuation
- FIN 5833 International Financial Management
- FIN 5913 Portfolio Theory and Efficient Capital Markets
- FIN 6213 Speculative Markets and Securities
- FIN 6943 Finance Internship
- FIN 6953 Independent Study
- FIN 6973 Special Problems

D. Comprehensive examination. All candidates must pass a comprehensive examination administered by the Graduate Studies Committee in Finance.
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. 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 business situations and to integrate topical areas. Primary areas of focus 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 Corporate Valuation
(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 a public agency.

5983 International Business Essay
3 hours credit. Prerequisites: Consent of instructor and the Graduate Advisor
of Record.
Original research report on an international management topic.

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 used 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.

6943 **Finance Internship**  
3 hours credit. Prerequisites: Graduate standing, 15 semester credit 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. Cannot count as a finance elective toward a M.B.A. with a concentration in Finance.  
Supervised full- or part-time off-campus work experience and training in finance. Individual conferences and written reports required.

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 a master’s degree.

6961 **Comprehensive Examination**  
1 hour credit. Prerequisite: Approval of the appropriate graduate studies committee 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 Graduate Studies Committee. 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 no more than 6 hours, regardless of discipline, will apply to a master’s degree.
6983  Master’s Thesis
3 hours credit. Prerequisite: Permission of the Graduate Advisor of Record and thesis director.
Thesis research and preparation. May be repeated for credit, but no more than 6 hours will apply to a 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.
A legal analysis of the ethical and legal environment of business. Includes topics such as the common law, court systems, business torts and crimes, contracts and related areas of the Uniform Commercial Code, agency formation, forms of business organizations, administrative law, employment law, and real and personal property law.

5033  Commercial Law
(3-0) 3 hours credit.
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 consent of instructor.
Survey of the legal environment of international business and the laws of international commerce. Includes comparative law, treaties and international agreements and contracts, international organizations, the Foreign Corrupt Practice Act, international letters of credit, exports and imports, tariffs, antidumping, the GATT, NAFTA, European Union, foreign investments, international patent laws, and related international legal topics.

6553  Legal, Ethical, and Social Issues of Health Care Management
(3-0) 3 hours credit. Prerequisite: BLW 5003, an equivalent, or consent of instructor.
Introduction to problems, issues, and trends in organized health care delivery with a particular focus on related legal and ethical issues.

6943  Business Law Internship
3 hours credit. Prerequisites: Graduate standing, 15 semester credit 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 business law. Individual conferences and written reports required.
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 a 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 no more than 6 hours, regardless of discipline, will apply to a master’s degree.
DIVISION OF MANAGEMENT AND MARKETING

Master of Business Administration Degree
Employee Relations Concentration

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

Students concentrating in employee relations must complete the 21 semester hours of foundations of knowledge and 12 semester hours as follows:

A. Required courses (6 hours):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 5623</td>
<td>Employee Relations/Negotiations</td>
</tr>
<tr>
<td>MGT 5643</td>
<td>Management of Personnel and Human Resources</td>
</tr>
</tbody>
</table>

B. Elective courses (6 hours from the following):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 5723</td>
<td>Labor Relations in the Public Sector</td>
</tr>
<tr>
<td>MGT 5733</td>
<td>Employment Law and Legislation</td>
</tr>
<tr>
<td>MGT 5813</td>
<td>Strategic Human Resources Management</td>
</tr>
<tr>
<td>MGT 6943</td>
<td>Management Internship</td>
</tr>
<tr>
<td>MGT 6973</td>
<td>Special Problems</td>
</tr>
</tbody>
</table>

Students may petition the faculty coordinating this concentration to substitute one other College of Business elective for one of the above courses.

Master of Business Administration Degree
Health Care Management 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 health care management. It will assist students who enter with differing work experience in their quest for managerial roles within a variety of types of health care organizations.

Students choosing to concentrate in health care management must complete the 21 semester credit hours of foundations of knowledge courses. A special section of MGT 5903 Strategic Management and Policy, focusing on strategic health care management, is required for students choosing the concentration.

In addition, students choosing this concentration must complete 12 semester hours as follows:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 6123</td>
<td>Health Care Management</td>
</tr>
<tr>
<td>MGT 6133</td>
<td>Organizational and Managerial Issues in Health Care Delivery</td>
</tr>
</tbody>
</table>

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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.
Focus is on problems resulting from status differentiation in superior, subordinate, and peer relationships. Topics 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 that examines traditional and contemporary perspectives on leadership and the group process 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. Prerequisite: 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, group, and organizational decision-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.

5183 Global and Comparative Management  
(3-0) 3 hours credit. Prerequisite: MGT 5003 or consent of instructor.  
Examination of management challenges facing multinational and  
international business. Includes the study of organization options, political  
risk and strategy, staffing, communication, multicultural negotiations, and  
cross-cultural behavior and management. Emphasis on different countries'  
approaches to competing, notably East Asia, Mexico, and Europe.

5233 International Business Analysis  
(3-0) 3 hours credit. Prerequisite: MGT 5003 or an equivalent, or consent of  
instructor.  
The opportunity to develop strategic opportunities in international business  
through the analysis of international trade and other international statistics.  
Extensive use of the Internet and international databases to find, evaluate,  
analyze, and develop international business opportunities. Emphasis is on  
developing export and import trade and transportation opportunities.

5243 International Business Strategy  
(3-0) 3 hours credit. Prerequisite: MGT 5003 or an equivalent, or consent of  
instructor.  
Emphasis on how firms create global bases of sustainable competitive  
advantage. Examines strategic problems unique to global business  
competition, including dimensions of perceived environment uncertainty,  
international entry-mode choices, global sourcing, and creating entry barriers  
to defendable product markets.

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 acquisitions, and new products and services. Conceptualization  
of the managerial role in emerging enterprises.

5623 Employee Relations/Negotiations  
(3-0) 3 hours credit. Prerequisite: MGT 5003 or consent of instructor.  
An analysis of various employee relations systems in organizations. Emphasis  
on various formal and informal discipline, grievance, and appeal systems in  
private and public organizations, as well as group and individual negotiation  
and dispute resolution processes.

5643 Management of Personnel and Human Resources  
(3-0) 3 hours credit. Prerequisite: MGT 5043 or consent of instructor.  
Management’s approach to and the techniques for handling the human  
resources in an organization. An examination of the primary management
activities involved in the procurement, development, utilization, and maintenance of its human resources. Course focuses on behavioral and social science findings as they relate to the policy and practice of managing the employment relationship.

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 is given to relevant legislation and how and why public employees organize for collective bargaining. Emphasis is on the practical aspects of bargaining and contract administration 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 is 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 environment. May be repeated for credit when topics vary.

5813  **Strategic Human Resources Management**  
(3-0) 3 hours credit. Prerequisites: MGT 5643 or consent of instructor.  
An examination of the overall role and functions of human resource management in relation to an organization’s strategic planning process. Emphasis is on human resource issues of strategic importance to an organization’s top management. Course focuses on the broader issues of human resource management policy, practice, and trends.

5903  **Strategic Management and Policy**  
(3-0) 3 hours credit. Prerequisite: Completion of the foundations of knowledge courses or consent of instructor.  
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 macroeconomic 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.

6123  **Health Care Management**  
(3-0) 3 hours credit. Prerequisite: MGT 5003 or an equivalent.  
Introduction to the health care industry, health care management and policy issues, managing in a regulated industry, and health care research issues. Students will have the opportunity to analyze several aspects of the health care industry using organizational and managerial frameworks.
6133 Organizational and Managerial Issues in Health Care Delivery
(3-0) 3 hours credit. Prerequisite: MGT 5003 or an equivalent.
An analysis of the organizational and managerial implications of clinical
issues in the delivery of health care. Students have the opportunity to examine
quality of care issues and concerns related to patient care that affect how
health care organizations are managed.

6943 Management Internship
3 hours credit. Prerequisites: Graduate standing, 15 semester credit 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.

6951-3 Independent Study
(1-3) 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.

6961 Comprehensive Examination
1 hour credit. Prerequisite: Approval of the appropriate graduate studies
committee 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 Graduate
Studies Committee. 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 topics vary, but no 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 no 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
Marketing Management Concentration

This concentration is designed to offer qualified graduate students the opportunity to study business administration while developing special expertise in marketing management. To achieve these ends, students may focus their elective courses in the area of marketing.

Students choosing to concentrate in marketing management must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 hours, selected from the following:

MKT 5043  Consumer Behavior in Marketing Strategy
MKT 5063  Marketing Research Design and Application
MKT 5073  Services Marketing
MKT 5083  Advertising and Promotion Management
MKT 5123  Sales Management
MKT 5673  International Marketing
MKT 6973  Special Problems
MOT 5053  Marketing Innovations

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 is 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.
5063 **Marketing Research Design and Application**  
(3-0) 3 hours credit. Prerequisite: MKT 5023 or an equivalent.  
Reviews the methodology essential to marketing's role of guiding the firm's production, distribution, pricing, and communication efforts through marketing research, including designing and conducting customer research and analyzing and communicating research results.

5073 **Services Marketing**  
(3-0) 3 hours credit. Prerequisite: MKT 5023 or an equivalent.  
This course entails an in-depth investigation of the nature of services marketing and the special features that distinguish successful services marketing from tangible goods marketing. Attention is given to promoting and making services tangible, blueprinting services, the design of service operations, pricing services, the critical aspects of service delivery, the measurement of service quality; and other topics.

5083 **Advertising and 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 **Sales Management**  
(3-0) 3 hours credit. Prerequisite: MKT 5023.  
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 and 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 a public agency.

6943 **Marketing Internship**  
(3-0) 3 hours credit. Prerequisites: Graduate standing, 15 semester credit 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 marketing. Individual conferences and written reports required.
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 an international management topic.

6951-3  **Independent Study**  
(1-3) 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 no 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 no 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 methodologies and techniques in the analysis and support of managerial decision-making activities, including the application of computer hardware and software.

Students choosing to concentrate in management science must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 semester credit hours of electives from the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS 5303</td>
<td>Decision Support Systems</td>
</tr>
<tr>
<td>MS 5323</td>
<td>Statistical Methods for Business Analysis</td>
</tr>
<tr>
<td>MS 5363</td>
<td>Computer Graphics/Multimedia for Management</td>
</tr>
<tr>
<td>MS 5373</td>
<td>Simulation Analysis of Business Systems</td>
</tr>
<tr>
<td>MS 5383</td>
<td>Microcomputer Applications in Business</td>
</tr>
</tbody>
</table>

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Additionally, a student may petition the faculty coordinating this concentration to substitute one other College of Business graduate elective for 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 allocation, scheduling, inventory control, capital budgeting) 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 systems, methodologies for identifying decision needs, exploration of analysis 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 5303.)

**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 state of the art in multimedia applications in business and industry. Study of the processes by which multimedia objects (graphic, audio, video, and animation) are created, captured, edited, and inserted into documents, presentations, and computer-based learning environments. Emphasis is given to managerial applications delivered via networks, the Internet, and CD-ROM 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 decision situations. Currently available tools, including general purpose simulation languages, spreadsheets, and graphics programs, are explored. Applications from a wide spectrum of areas are 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. Emphasizes available financial planning, word processing, graphics, desktop publishing, networking, program generation, database systems, expert systems, communications, multimedia, and their applications in business. (Formerly MGT 5383. Credit cannot be earned for both MS 5383 and MGT 5383.)

5393 Production Operations Management
(3-0) 3 hours credit. Prerequisite: MS 5023.
Survey of the body of knowledge concerning the management of operations. Considers manufacturing and service principles. The course reviews a variety of topics necessary in the field of production and inventory management, including logistics and distribution process. The unique nature of service operations is stressed.

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 include the survey of existing software and hardware, legal considerations, packaging and documentation, and economics of software development and marketing alternatives. Emphasis is 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 credit 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.

6951-3 Independent Study  
(1-3) 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 no 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 and thesis director.  
Thesis research and preparation. May be repeated for credit, but no 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 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.

Students choosing to concentrate in the management of technology must complete the 21 semester credit hours of courses containing the foundations of knowledge and 12 semester credit hours as follows:
A. Required courses (6 hours):

MOT 5163 Management of Technology
MOT 5223 Management of Professional Personnel

B. Elective courses (6 hours from the following):

IS 6403 Information Resource Management
MOT 5053 Marketing Innovations
MOT 5173 Technology Transfer: The Theory and Practice of Knowledge Utilization
MOT 5213 Organizational Systems for Management of Technology
MOT 6933 Professional Report
MOT 6943 Management of Technology Internship
MS 5303 Decision Support Systems
MS 5373 Simulation Analysis of Business Systems
MS 5393 Production Operations Management
MS 5453 Management and Control of Quality

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

Master of Science Degree 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. 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 undergraduate level.
2. An approximate composite score of 500 with no component less than the 20th percentile on the Graduate Management Admission Test (GMAT) or equivalent score on other relevant tests, with the results submitted to the Office of Admissions and Registrar before consideration for admission. GMAT results will only be accepted if the test was taken no more than five years before the date of application. 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.
Applicants are evaluated by the M.S. MOT Admissions Subcommittee based on the above criteria. Those who do not meet the admissions requirements may be considered on an individual basis by the committee.

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 necessary M.S. MOT core courses is determined on a case-by-case basis depending on the student's background and undergraduate and graduate courses completed. Credit for these courses may not be applied toward degree requirements for the Master of Science in Management of Technology:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC</td>
<td>Financial Accounting Concepts</td>
</tr>
<tr>
<td>BLW</td>
<td>Legal Environment of Business</td>
</tr>
<tr>
<td>ECO</td>
<td>Economic Theory and Policy</td>
</tr>
<tr>
<td>FIN</td>
<td>Business Finance</td>
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<tr>
<td>IS</td>
<td>Introduction to Information Systems</td>
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<tr>
<td>MGT</td>
<td>Conceptual Foundations of Management</td>
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<tr>
<td>MKT</td>
<td>Introduction to Marketing</td>
</tr>
<tr>
<td>MS</td>
<td>Quantitative Methods for Business Analysis</td>
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**Degree Requirements.** The M.S. MOT program requires 33 semester credit hours of work beyond any hours acquired in the M.S. MOT core courses.

A. Candidates are required to successfully complete the following 21 semester credit hours:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>EGR</td>
<td>New and Emerging Technologies</td>
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<tr>
<td>EGR</td>
<td>Issues in Engineering Management</td>
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<tr>
<td>MOT</td>
<td>Management of Technology</td>
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<td>MOT</td>
<td>Strategic Management of Technology</td>
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<td>MOT</td>
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<td>MOT</td>
<td>Marketing Innovations</td>
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<td>MOT</td>
<td>Directed Research in Management of Technology</td>
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B. Candidates must complete an additional 9 semester credit hours as approved by the M.S. MOT Candidacy and Program of Study Subcommittee

C. Candidates must complete a Professional Report (MOT 6933 Professional Report) under the guidance of a graduate faculty advisor

D. Candidates must pass a comprehensive examination administered by the M.S. MOT Candidacy and Program of Study Subcommittee
COURSE DESCRIPTIONS
MANAGEMENT OF TECHNOLOGY (MOT)

5053 Marketing Innovations
(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 on managing technological change to develop business opportunities and competitive advantage. (Formerly MKT 5053. Credit cannot be earned for both MOT 5053 and MKT 5053.)

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. (Formerly MGT 5163. Credit cannot be earned for both MOT 5163 and MGT 5163.)

5173 Technology Transfer: The Theory and Practice of Knowledge Utilization
(3-0) 3 hours of credit. Prerequisite: MOT 5053 or consent of instructor.
Technology transfer or diffusion may be defined as the utilization or application of knowledge. The course examines the organizational, behavioral, and communication challenges involved in transferring technology from the research lab to the marketplace in a cost-effective and timely manner.

5183 Design of Experiments for Technology Managers
(3-0) 3 hours credit. Prerequisite: MOT 5163 or consent of instructor.
An applied approach to design of experiments in engineering and scientific settings. Randomized block designs, factorials, two- and three-level factorial and fractional factorial designs, nested and split-plot designs, response surface methods, and robust design methods are studied. Computer statistical packages, including JMP, are used. A project and presentation based on designing an industrial experiment is required.

5203 Strategic Management of Technology
(3-0) 3 hours credit. Prerequisite: Semester of graduation or consent of the Graduate Advisor of Record.
Development of a conceptual framework for strategy, its definition, elements, and relationships to the basic functions of management of technology. Considers the impact of technology and environmental forces on strategic management of the organization. (Formerly MGT 5203. Credit cannot be earned for both MOT 5203 and MGT 5203.)
5213 Organizational Systems for Management of Technology  
(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. (Formerly MGT 5213. Credit cannot be earned  
for both MOT 5213 and MGT 5213.)

5223 Management of Professional 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. (Formerly MGT 5223. Credit  
cannot be earned for both MOT 5223 and MGT 5223.)

5233 Advanced Topics in Project Management  
(3-0) 3 hours credit. Prerequisite: MOT 5163 or consent of instructor.  
An examination of the philosophy and process for the management of ad  
hoc activities in organizations. Includes topics such as engineering economic  
analysis, project screening and selection, multiple-criteria methods for  
evaluation, project structure, project scheduling, and resource management.  
Synthesis and evaluation are emphasized. A basic understanding of project  
management is required.

6923 Directed Research in Management of Technology  
(3-0) 3 hours credit. Prerequisite: Permission of the graduate advisor and  
the faculty advisor/director.  
A directed research course to prepare students for MOT 6933 Professional  
Report. The course emphasizes the understanding of scientific research  
problem solving, including research problems in management of technology,  
the design and methodology of research solutions to those problems, and  
the relations between problem and design. Presentation of assigned project  
is required.

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 is awarded upon completion of the written professional report.

6943 Management of Technology Internship  
(3-0) 3 hours credit. Prerequisites: Graduate standing, 15 semester credit  
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 of technology. Individual conferences and written reports are  
required.
**6951-3 Independent Study**
(1-3) 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.

**6961 Comprehensive Examination**
(1-0) 1 hour credit. Prerequisite: Approval of the appropriate graduate studies committee 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 Graduate Studies Committee. 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 no more than 6 hours, regardless of discipline, will apply to a master's degree.