Master of Business Administration

The M.B.A. program is designed to provide the range of knowledge and practical skills needed by the professional manager. The program is ideal for those already in management positions who wish to enhance their career opportunities. It is equally valuable for those in non-management positions who wish to prepare themselves for a career shift into management. The program has successfully served both the new graduate and the person returning to academic work from a career. The course of study is specifically designed to accommodate the non-business as well as the business-degree holder.

Ethical conduct is a hallmark of the business profession. As such, students enrolled in the program must adhere to the program’s Academic Honor Code. Any student enrolled in the program found to have committed an act of academic dishonesty will be subject to disciplinary action, which could include permanent dismissal from the program.

The M.B.A. Curriculum

The M.B.A. program is designed to provide graduates with broad competence in administration and managerial decision-making. The full-time student without prior academic work in business subjects should be able to complete the degree program in approximately two calendar years. A full-time student with an undergraduate degree in a business field could possibly complete the program in one calendar year. Most M.B.A. students’ programs of study require five semesters (including one summer semester) to complete the degree requirements.

The course of study is divided into two broad areas: the Business Foundation and the advanced level courses.

The Business Foundation (6 courses)

Completion of the following courses or their equivalents is required to satisfy the Business Foundation requirement:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 103S</td>
<td>Essentials of Economics I</td>
</tr>
<tr>
<td>ACCT 211</td>
<td>Introduction to Financial Accounting 2</td>
</tr>
<tr>
<td>FINA 311</td>
<td>Financial Management 3</td>
</tr>
<tr>
<td>MGMT 305</td>
<td>Principles of Management 3</td>
</tr>
<tr>
<td>MKTG 315</td>
<td>The Marketplace and Consumers 3</td>
</tr>
<tr>
<td>STAT 301Q</td>
<td>Business Statistics</td>
</tr>
</tbody>
</table>

1. Students wanting a stronger background in Economics may take Macroeconomics and Microeconomics
2. Students wanting a stronger background in Accounting may take ACCT 211 and ACCT 212
3. Must be taken at a 4-year institution

Students will be expected to demonstrate proficiency in the use of quantitative skills and may be required to complete additional requirements.

The coursework required in the Business Foundation is constructed to provide students with the basic concepts and techniques needed in the advanced level courses. Thus, the Foundation work should be completed before Advanced Level work is attempted. Students who have completed prior academic coursework in business may find that some of the Foundation requirements can be satisfied by that coursework.

The Advanced Level Courses

<table>
<thead>
<tr>
<th>Course</th>
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</thead>
<tbody>
<tr>
<td>ACCT 520</td>
<td>Financial Accounting and Reporting Seminar</td>
</tr>
<tr>
<td>BSAN 507</td>
<td>Managerial Decision Analysis</td>
</tr>
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</tr>
<tr>
<td>FINA 503</td>
<td>International Business and Finance</td>
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</tr>
<tr>
<td>MKTG 516</td>
<td>Marketing Decision Making</td>
</tr>
<tr>
<td>MGMT 519</td>
<td>Organizational Theory and Behavior</td>
</tr>
<tr>
<td>MGMT 595</td>
<td>Strategic Management</td>
</tr>
<tr>
<td></td>
<td>Business Elective (two 3-credit graduate courses in the SoBA)</td>
</tr>
</tbody>
</table>

Finance Concentration

Students wishing to pursue a more focused program of study can choose to concentrate in Finance as part of the M.B.A. degree. Under this option, students will take two finance courses as their electives in addition to the two required finance courses and related accounting course for a total of five finance or finance-related courses. All graduate-level courses with a finance (FINA) designation are acceptable as electives for this course of study.
M.B.A. Term Dates
The M.B.A. Advanced Level classes are offered during non-traditional terms. See the M.B.A. term dates in the Academic Calendar.

M.B.A. Internships
An internship is an on-the-job learning experience intended to supplement the M.B.A. curriculum. Internships provide opportunities to strengthen interpersonal skills, use research design and methodology, organize and implement projects, and gain a greater understanding of organizational realities. Employers benefit from the new problem-solving techniques and approaches brought by students. Students have the opportunity to test their interest in prospective employers.

To be eligible to register, both the student’s internship proposal and an information meeting with the Graduate director must demonstrate that the application and leverage of graduate level content will occur in depth. One, two or three credits may be approved. Approval to register conveys that the student’s internship is credit-eligible. Actual credit is awarded based on fulfillment of all course requirements. The course will be numbered BADM 597. Please contact the Office of Graduate Business Programs for internship procedures at 386-822-7410.

The J.D./M.B.A. Curriculum
Students completing the J.D./M.B.A. program receive both an M.B.A. degree from the Stetson University School of Business Administration and a J.D. degree from the Stetson University College of Law. Holders of these degrees can use the J.D. to provide the legal context for their managerial activities and the M.B.A. to sharpen their administrative and managerial decision-making skills; in fact, many CEOs and upper-level managers possess law degrees. In this program, the M.B.A. accepts 12 credit hours from a list of directed electives in the law program and the College of Law accepts 12 credit hours from the M.B.A. program of study. The net benefit is a 24 credit hour reduction when compared to pursuing the two degrees independently.

The Business Foundation (6 courses)
Completion of the following courses or their equivalent is required to satisfy the Business Foundation requirement:

<table>
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<td>STAT 301Q</td>
<td>Business Statistics</td>
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</tbody>
</table>

1 Students wanting a stronger background in Economics may take Macroeconomics and Microeconomics
2 Students wanting a stronger background in Accounting may take ACCT 211 and ACCT 212
3 Must be taken at a 4-year institution

Students will be expected to demonstrate proficiency in the use of quantitative skills and may be required to complete additional requirements. The coursework required in the Business Foundation is constructed to provide students with the basic concepts and techniques needed in the graduate level courses. Thus, the Foundation work should be completed before graduate-level work is attempted. Students who have completed prior academic coursework in business may find that some of the Foundation requirements can be satisfied that coursework.

The Advanced Level Courses

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<tr>
<td>FINA 511</td>
<td>Advanced Financial Management</td>
</tr>
<tr>
<td>MGMT 596</td>
<td>Strategic Management &amp; Theory</td>
</tr>
<tr>
<td>MKTG 516</td>
<td>Marketing Decision Making</td>
</tr>
</tbody>
</table>

Directed Electives 3

3 Please contact the Office of Graduate Business Programs for a complete list of directed electives (12 credit hours).

The Master of Pharmacy/M.B.A. Curriculum
This online program is designed for individuals such as clinical pharmacists, pharmaceutical company sales representatives, and hospital directors, etc., who either have progressed or wish to progress into a management position within the pharmaceutical industry and would benefit from graduate-level work in both pharmacy and business. Students completing the M.S.P./M.B.A. program receive both an M.B.A. degree from the Stetson University School of Business Administration and a Master of Pharmacy degree from the University of Florida College of Pharmacy.
Students must be accepted into both the UF M.S. in Pharmacy program and the Stetson M.B.A. program. Students first enter the Master of Pharmacy program at the University of Florida. After completing a prescribed number of pharmacy courses, students then begin taking Stetson M.B.A. courses. In this program, the M.B.A. accepts 6 credit hours from a list of directed electives in the pharmacy program and the University of Florida College of Pharmacy accepts 6 credit hours from the M.B.A. program of study. The net benefit is a 12 credit hour reduction when compared to pursuing the two degrees independently. Both programs require students to pass an on-campus comprehensive examination prior to graduation.

<table>
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<tr>
<th>Course Code</th>
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<tr>
<td>ACCT 523</td>
<td>Financial &amp; Mgrl Acct for Mgrs</td>
</tr>
<tr>
<td>BSAN 507</td>
<td>Managerial Decision Analysis</td>
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<td>Technology for Business Transformation</td>
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<tr>
<td>FINA 509</td>
<td>Strategic Financial Analysis</td>
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</tr>
<tr>
<td>MKTG 511</td>
<td>Marketing Concepts and Strategy</td>
</tr>
</tbody>
</table>

Please contact the Office of Graduate Business Programs for a complete list of directed electives (6 credit hours).

**Faculty**

Amiri, Shahram  
*Associate Professor of Information Systems, 1996*  
*Chair of Decision and Information Sciences, 2013*  
B.S., M.S., Old Dominion University  
Ed.D., College of William and Mary

Andrews, William A.  
*Associate Professor of Management, 1993*  
*Chair of International Business, 2011*  
B.B.A., University of Georgia  
M.I.M., American Graduate School of International Management  
Ph.D., University of Georgia  
CFM, CMAA, CGBT

Augustine, Fred K., Jr.  
*Professor of Information Systems, 1986*  
B.A., M.B.A., Ph.D., The Florida State University

Bakamitsos, Georgios  
*Associate Professor of Marketing, 2013*  
*Associate Dean for Graduate Business Programs, 2013*  
B.S., American College of Greece  
M.B.A., Ph.D., Northwestern University

Bitter, Michael E.  
*Professor and Chair of Accounting, 1996*  
*Rinker Distinguished Professor of Accounting, 2011*  
B.B.A., Stetson University  
M.Acc., University of Florida  
Ph.D., University of Mississippi  
C.P.A., C.G.M.A.

Carrick, Jon  
*Assistant Professor of International Business, 2011*  
B.S., B.B.A., Stetson University  
M.A., University of Florida  
Ph.D., University of Glasgow

Chambers, Valrie  
*Associate Professor of Tax and Accounting, 2014*  
B.S., University of Illinois  
M.B.A., Houston Baptist University
Ph.D., University of Houston
C.P.A.

Cox, Tod
Assistant Professor of Marketing, 2014
B.S., M.S., Texas A&M University
M.S., University of Houston
M.B.A., M.A., Ph.D., Rice University

DeMoss, Michelle A.
Dennis C. McNamara Sr. Professor of Marketing, 1990
B.S., Ph.D., University of Florida

Foo, Jennifer
Professor of Finance, 1990
B.A., Smith College
M.A., Ph.D., Northeastern University

Goldring, Deborah
Assistant Professor of Marketing, 2012
B.A., University of Pennsylvania
M.S., University of Miami
M.B.A., Villanova University
Ph.D., Florida Atlantic University

Hurst, Matt
Assistant Professor of Finance, 2012
B.A., University of North Carolina
Ph.D., University of Central Florida

Ma, K. C.
Visiting Professor of Applied Investments, 1998, 2001
Director, George Investments Institute, 2011
B.S., National Chiao Tung University
M.B.A., Ph.D., University of Illinois
C.F.A.

McCann, Gregory K.
Professor of Family Enterprise, 1990
B.B.A., Stetson University
J.D., University of Florida

Michelson, Stuart
Professor of Finance, 2001
B.S., M.B.A., University of Missouri
Ph.D., The University of Kansas

Mueller, Carolyn
Professor of International Business, 1999
B.S.B.A., M.B.A., University of Akron
Ph.D., University of South Carolina

Rao, B. Madhu
Professor of Decision and Information Sciences, 2014
Associate Dean of Undergraduate Business Programs, 2014
B.E., Osmania University
M.Tech., Indian Institute of Technology
Ph.D., University of Toronto

Subramanian, Ram
Professor of Leadership, 2015
B.S., University of Madras
M.S., Sam Houston State University
Ph.D., University of North Texas
Courses

ACCT 502. Federal Taxation of Entities. 3 Credits.
An overview of U.S. tax laws applicable to corporations, partnerships, estates, trusts, flow-through entities, and not-for-profit organizations. Prerequisite: ACCT 303. This course is not open to students who have taken or are planning to take ACCT 540 and/or ACCT 541.

ACCT 503. Tax Research. 3 Credits.
This course will use research techniques to examine tax issues as they relate to individuals and business entities (corporations, partnerships, S Corporations, LLCs, and LLPs). Students will also be exposed to estates, trusts, and gifts. Students will be required to use the internet and databases to find authoritative sources to defend their positions when developing solutions to tax issues. Client letters and file briefs will also be prepared. Prerequisite: ACCT 301. ACCT 402 or ACCT 502 is recommended.

ACCT 504. Strategic Accounting Systems. 3 Credits.
Students examine the preparation and evaluation of the financial information necessary to effective managerial decision-making, including the evaluation and reporting of things such as inventories, property, debt, and equity as well as cost analysis and reporting. The emphasis is placed on decision-making and value creation for the enterprise.

ACCT 507. Financial Accounting III. 3 Credits.
A study of accounting for inter-corporate investments, consolidated statements, foreign operations, disaggregated information and partnerships. A significant research component is required. Prerequisite: ACCT 304.

ACCT 508. Governmental and Not-For-Profit Accounting. 3 Credits.
A study of accounting and reporting requirements for local, state, and federal government and not-for-profit organizations. Prerequisite: ACCT 304.

ACCT 509. Cases in Financial Accounting and Reporting. 3 Credits.
This course will examine various technical/complex issues and current topics in financial reporting, primarily via a case-analysis approach. Prerequisite: ACCT 304.

ACCT 510. Data Analytics for Accountants. 3 Credits.
This course focuses on the use of the analytical tools and techniques which currently comprise the business analytics environment. Topics covered include descriptive, predictive and prescriptive analytics, data mining, optimization, visualization and simulation modeling for decision making, with specific application to accounting and auditing. Open to Master of Accountancy students only.

ACCT 511. Current Issues in Accounting. 3 Credits.
Graduate level seminar on current issues and problems in the field. The topics will include discussion of the profession’s code of ethics. Prerequisite: Completion of the MACC Accounting Foundation.

ACCT 512. Taxation for Managers. 3 Credits.
This course provides an overview of U.S. income laws for individuals and business entities. This course is designed for students with no previous coursework in taxation. Open only to M.B.A. students.

ACCT 516. Advanced Auditing. 3 Credits.
A continuation of the study of external auditing, including coverage of audit sampling and attestation engagements as well as individual research in an auditing topic. The course also considers selections from the academic and practitioner literature which examine current issues and problems in auditing and the profession. Prerequisite: ACCT 406.

ACCT 519. Financial Reporting for Managers. 3 Credits.
The study of financial accounting and reporting from a management perspective. Open only to EMBA students.

ACCT 520. Financial Accounting and Reporting Seminar. 3 Credits.
A study of advanced issues in financial accounting and reporting from a user perspective. Open only to M.B.A. students.
ACCT 521. Contemporary Issues in Managerial Accounting. 3 Credits.
This course will provide the student with research techniques relating to management accounting issues. Topics will be addressed in a case study format and will include cost measurement concepts, cost accumulations, production costs, decision making models, forecasting and production techniques, planning and budgeting, variance analysis, performance measures, and benchmarking. Students will be required to prepare papers presenting their solutions to the cases. Prerequisite: ACCT 421.

ACCT 522. Accounting and Managerial Decision-Making. 3 Credits.
Study of the use of accounting information by managers for internal planning, control, and decision-making. This course is designed for students with an introductory accounting background. Open only to M.B.A. students.

ACCT 523. Financial & Mgrl Acct for Mgrs. 3 Credits.
The study of financial accounting and reporting from a user perspective and of the use of management accounting information for managerial decision-making. Open only to MBA students.

ACCT 524. Principles of Business Valuation. 3 Credits.
Principles of Business Valuation. 3 credits. An introduction to business valuation of non-public companies, with a focus on valuation theory, financial statement analysis, financial analysis, risk assessment and measurement, and the application of valuation methodologies and professional judgment. Prerequisites: Business Finance foundation course.

ACCT 530. Estate, Fiduciary, and Gift Taxation. 3 Credits.
A study of estate taxation, fiduciary and trust taxation, and aspects of estate and gift research. Prerequisite: ACCT 301. ACCT 402 or ACCT 502 is recommended.

ACCT 533. Forensic Accounting and Fraud Examination. 3 Credits.
This course provides an overview of forensic accounting and fraud examination. Prerequisite: ACCT 520.

ACCT 540. Taxation of U.S. Corporations. 3 Credits.
ACCT 540. Taxation of U.S. Corporations. 3 credits. The study of regular, S and exempt corporate taxation, including the taxation of the formation, operation and liquidation of these entities. Prerequisites: ACCT 211 and ACCT 301.

ACCT 541. Taxation of U.S. Partnerships. 3 Credits.
The study of partnership taxation, including the taxation of the formation, operation and liquidation of these entities. Prerequisites: ACCT 211 and ACCT 301.

ACCT 542. Multijurisdictional Taxation. 3 Credits.
The study of state, local and multinational taxes, including nexus, income and expense sourcing, multijurisdictional income tax allocations, current trends in cross-border enforcement, Subpart F income, branch vs. subsidiary income and the effects of repatriation, multinational account disclosures including OVDI, FATCA and FBAR. Prerequisite: ACCT 211 and ACCT 301.

ACCT 563. Advanced Accounting Theory. 3 Credits.
This course examines the postulates, principles, and concepts of accounting and financial reporting that have developed over time and the institutions that have shaped them. The course also takes a critical view of the complex reporting issues currently facing business today and requires students to research theoretical issues. Prerequisite: ACCT 304.

ACCT 585. Independent Study. 3 Credits.
MACc elective only with Department Chair Permission. Content to be determined by instructor.

ACCT 590. Special Topics in Accounting. 3 Credits.

ACCT 591. Information Technology and Business Strategy. 3 Credits.
Using case analysis, discussion boards, readings and videos, this course explores ways in which information technology can potentially impact business strategy relating to enterprise resource planning, supply chain management, customer relationship management, and creation of the “agile” enterprise. Master of Accountancy only.

BSAN 501. Current Topics in Information Technology. 2 or 3 Credits.
This course is designed to acquaint students with current trends and issues in information technology by focusing on one of a number of information technology topics. Topics currently addressed in this course are Ethics and Technology, Information Technology Project Management, System Dynamics Modeling, or Digital Inclusion. Graduate only.

BSAN 507. Managerial Decision Analysis. 3 Credits.
An analysis of the quantitative decision making process in management. This course explores the relationship between business intelligence and management decision making both in theory and in practical terms. Students learn how to apply a variety of quantitative tools to decision situations. Emphasis is placed on decision theory, forecasting, linear programming, queuing, simulation and other decision making tools. Graduate only.

BSAN 591. Technology for Business Transformation. 3 Credits.
Using case analysis, class discussion, and problem solving exercises, this course explores the critical factors affecting business success through the use of information technology. Business strategy issues, uses of business intelligence, e-business technologies, streamlining business operations, creating an environment that builds innovation and organizational transformation are discussed in detail. Graduate only.

BSAN 592. Corporate Information Strategy and Management. 3 Credits.
This course examines how information technology (IT) enables organizations to conduct business in radically different and more effective ways. The focus is on IT strategy implementation and how it is managed at the corporate level to enable strategic competitive advantage. Graduate only.
BSAN 593. Electronic Commerce. 3 Credits.
This course provides and in-depth examination of the concept and application of electronic commerce from a managerial perspective. The evolving application of E-Commerce as a means of obtaining competitive advantage and achieving organizational objectives is examined. Case analysis, class discussion, and problem solving exercises are used extensively. Topics include, infrastructure for E-Commerce, E-Commerce business models, and current issues surrounding the implementation of E-Commerce in organizations. Graduate only.

BSAN 594. Project Management. 3 Credits.
This course provides in-depth knowledge essential to managing projects in the information technology field. It considers strategic and operational issues, the significance of rapidly advancing technology, and personnel and organizational issues relating to technology introduction and use. This course focuses on the fundamental aspects of managing projects—planning, scheduling, and controlling. The concepts and techniques covered are appropriate for all types of projects, ranging from small to large, and from highly technological to administrative in nature. Graduate only.

ENTP 553. Venture Capital and Private Equity. 3 Credits.
This course focuses on institutional financing of the early-stage and growth stage firm. Students will examine management of the venture capital firm, their evaluation process, term sheets, due diligence, exits and related topics. The course will view the capital raising challenge from the perspectives of both the entrepreneur and the investor. Students will be required to evaluate “live” companies and make investment decisions.

FINA 501. Current Issues in Finance. 2 or 3 Credits.
A graduate level seminar on current issues and problems in the field. Graduate only.

FINA 503. International Business and Finance. 3 Credits.
Examination of macroeconomic principles by focusing on foreign exchange consequences, financial institutions, international payments flows, international monetary system, and international banking. Graduate only.

FINA 505. Financial Economics. 3 Credits.
The course considers the rapidly changing economic conditions that characterize today’s global economy. Basic macro and microeconomic concepts and principles will be studied in the context of how they frame business decisionmaking in a global marketplace.

FINA 509. Strategic Financial Analysis. 3 Credits.
The course introduces the basic principles of financial analysis as they are applied to the operation of the enterprise. Financial decisions such as cash flow budgeting and planning, capital expenditure decisions, and capital structure decisions will be considered as well as firm interaction with capital markets.

FINA 511. Advanced Financial Management. 3 Credits.
Corporate finance aimed at further understanding and application of financial concepts learned in the basic course. Emphasis placed on the responsibility of the financial manager to contribute to the operating efficiency of the firm, its long range objective and the financial decision-making process. Graduate only.

FINA 520. Advanced Investments. 3 Credits.
An advanced investments course focusing on security analysis and portfolio management. Topics covered will include financial intermediaries, markets and regulation, sources of investor information, fundamental and technical analysis, risk and return and asset pricing. In addition, students will learn how to develop investment objectives and constraints, optimal portfolio strategies and to evaluate investment performance. Emphasis is on stocks, bond and commodities. Derivative instruments will also be examined as they relate to speculation and risk management. Microsoft Excel will be used extensively in the course. Prerequisite: FINA 511.

FINA 521. Applied Research in Equities. 2 or 3 Credits.
A graduate level seminar in equity analysis and portfolio management. Research projects are done for the Roland George Investments Program. Prerequisite: FINA 320 or approval of instructor. Graduate only.

FINA 522. Applied Research in Fixed-Income Analysis. 2 or 3 Credits.
A graduate level seminar in fixed-income analysis and portfolio management. Research projects are done for the Roland George Investments Program. Prerequisite FINA 320 or approval of Instructor. Graduate only.

FINA 553. Venture Capital and Private Equity. 3 Credits.
This course focuses on institutional financing of the early-stage and growth-stage firm. Students will examine management of the venture capital firm, their evaluation process, term sheets, due diligence, exits and related topics. The course will view the capital raising challenge from the perspectives of both the entrepreneur and the investor. Students will be required to evaluate “live” companies and make investment decisions.

FINA 585. Independent Study. 3 Credits.
INTL 501. International Experience. 3 Credits.
This is a repeatable graduate level study abroad/field experience course. The International Experience course features field experience while in residence in a nation outside of the United States. These courses generally consist of classroom and field experience activities and appropriate academic activity. Graduate only.
INTL 585. Independent Study. 3 Credits.

INTL 596. International Business Seminar. 2 Credits.
Elective travel course open to graduate students. Graduate only. Prerequisite: permission of International Business Coordinator.

MGMT 500. Current Issues in Management. 2 or 3 Credits.
A graduate level seminar on current issues and problems in the field. Graduate only.

MGMT 502. Management and Leadership. 3 Credits.
Students become aware of their impact on others in the work environment via their managerial philosophy and style. Focus is on developing constructive approaches and methods to enhance creativity, innovation, employee motivation, and career success. Graduate only.

MGMT 519. Organizational Theory and Behavior. 3 Credits.
This course studies the organization from both a macro and micro perspective by focusing on organizational structure and organizational interactions. The dynamics and links between individual, groups, and the environment are analyzed to highlight the determinants of organizational effectiveness. Graduate only.

MGMT 541. Healthcare Management. 3 Credits.
This course focuses on management within various components of the health care delivery system. Emphasis is given to the integration of subject matter from health administration and business administration courses. Topical discussion through case studies and lectures will include an introduction of the organization of the system, the development of organizational strategy in health care institutions, the strategic planning process, leadership in the health care industry, quality management, and the formulation of policy and objectives.

MGMT 585. Independent Study. 1 to 3 Credit.

MGMT 590. Current Topics in Management. 2 or 3 Credits.
A graduate level seminar on current issues and problems in the field. Graduate only.

MGMT 595. Strategic Management. 3 Credits.
An integrated concept of Business Administration that will relate and integrate the principles and problems studied in the various "functional" fields from a corporate management perspective. Case studies. Graduate only. Capstone course. Prerequisite: Completion of 12 hours of graduate work, including FINA 511 or ACCT 520.

MGMT 596. Strategic Management & Theory. 3 Credits.
An integrated concept of Business Administration that will relate and integrate the principles and problems studied in the various "functional" fields, including Organizational Theory and Behavior, from a corporate management perspective. Case studies. College of Law Graduate only. Capstone Course. Prerequisite: Completion of FINA 511 or ACCT 520.

MKTG 500. Current Issues in Marketing. 3 Credits.
A graduate level seminar on current issues and problems in the field. Graduate only.

MKTG 511. Marketing Concepts and Strategy. 3 Credits.
The course examines the fundamentals of brand and market evaluation from a flexible, customer-oriented marketing perspective. This includes the concepts, analyses, and activities that comprise the management of the marketing function as well as practice in integrating the marketing mix elements to solve marketing problems.

MKTG 516. Marketing Decision Making. 3 Credits.
A study of the process for designing and implementing strategic programs for the marketing of goods and services. Topics covered include the gathering of decision-making data, setting of strategic direction, and the creation of marketing programs. Graduate only.

MKTG 585. Independent Study. 1 to 4 Credit.

STAT 500. Current Issues in Decision Sciences. 2 or 3 Credits.
A graduate level seminar on current issues and problems in the field. Graduate only.