

College of Business Administration

College of Business Administration Home Page

History

The University of Missouri-St. Louis College of Business Administration was established in 1967 and earned accreditation by the Association to Advance Collegiate Schools of Business (AACSB) six years later. Nearly 55 years since the inception of our College, UMSL Business is proud to remain accredited in both business and accounting by AACSB, the longest-standing, most internationally recognized accrediting agency for business and accounting programs.

Mission

The College of Business Administration's mission is to provide cutting edge research - and practice - based programs that prepare students to enter the workforce and succeed locally and globally across a wide range of business professions. In achieving this mission, we offer quality, value, access, and innovation to our student body. The College benefits from its location in Missouri's largest metropolitan area. The majority of our graduates continue to live and work in the St. Louis region, and our College plays a key role in educating the workforce of the region.

In conclusion, we are dedicated to strengthening the region by transforming the lives of our students and making an impact on our corporate and civic partners.

Vision

The College will continue to be the leader in the pursuit of excellence in global oriented business education in order to provide the next generation of business leaders and entrepreneurs for the region. We will continue to provide quality, value, access, and innovation.

Quality.

We are St. Louis' only public research university. Faculty recruited from around the world balance meaningful research with excellent teaching and engaged service. We augment this core faculty with instructors equipped with practical business experience and strong teaching skills. Eight advisory boards ensure that our curriculum is up-to-date, addresses employers' needs, and keeps up with instructional technology. Our new business building encourages innovative learning in accessible, bright open spaces.

Value.

We offer the best value in business education in the St. Louis region. We make quality faculty, programs, and instruction affordable to every St. Louisan. We are extremely focused on student success, offering frequent career-specific job and career fairs in addition to those offered by the campus. The campus mission distilled into the words "*we transform lives*" is ingrained into our culture. Faculty engage students in service learning opportunities to provide value and help transform lives in the surrounding communities. Increasingly, this orientation has made us attractive to students outside the St. Louis region, including international students attracted to our nationally ranked programs.

Access.

We believe that the transformative power of education should be available to everyone who is willing and able to seek it out. More than 75,000 of our alumni remain in the region, and throughout our 59-year history, we continue to provide business leaders for most organizations in the region. Fully one-third of all UMSL alumni are graduates of the College.

We schedule and price our programs to serve the widest population of college-bound and mid-career students, be they first generation college students, those who are returning to college, those who are place bound, or those who are remove and otherwise unable to pursue a college degree. We use innovative delivery modes - face-to-face, hybrid, and online - to enable students to tailor a program that fits their schedules. We coordinate progression to graduation. At the graduate level, we offer the same level of accessibility. We also make doctoral level education accessible through our highly innovative DBA program which includes students from 18 states.

Innovation.

Reflecting our region's strong emphasis on research and innovation as critical to our future economic growth, the College has made entrepreneurship and innovation a part of who we are. UMSL Accelerate, devoted to education, innovation, and collaboration, is a driver for the curriculum and initiatives with the campus and the business community. Our cybersecurity program emphasizes business problems, not just technical solutions. In summary, the pillars of the College of Business brand—global focus, technical competency, and innovation—remain our guideposts as we continue to be the value leader in the market.

Lastly, innovative faculty are bringing service learning projects into the class and using the latest instructional technology to increase student engagement. The pillars of the College of Business brand – global focus, technical competency, and innovation - remain our guideposts as we continue to enhance the quality of our programs, remain the value leader in the market, and improve access for our students.

College of Business Administration Programs

Undergraduate Degrees

- Bachelor of Science in Accounting
- Bachelor of Science in Business Administration (with emphasis areas available in)
 - Entrepreneurship
 - Finance
 - International Business
 - Information Systems and Technology
 - Management
 - Marketing
 - Supply Chain Management
- Bachelor of Science in Cybersecurity, Information Systems Emphasis
- Bachelor of Science in Information Systems and Technology

Undergraduate Minors

- Accounting
- Cybersecurity
- Digital Marketing Communications
- Finance

- General Business
- Information Systems and Technology
- International Business
- Supply Chain Management
- Management
- Marketing
- Transportation Studies

Undergraduate Certificates

- Cybersecurity Certificate
- Entrepreneurship Certificate
- Post-Baccalaureate Certificate in Accounting

Graduate Degrees

- Master of Accounting
- Master of Business Administration
 - Accounting
 - Business Analytics
 - Cybersecurity
 - Finance
 - Information Systems and Technology
 - International Business
 - Supply Chain Management
 - Management
 - Marketing
- Master of Business Administration Online Program
- Master of Science in Cybersecurity, Information Systems Emphasis
- Master of Science in Financial Technology
- Master of Science in Information Systems and Technology
- Master of Science in Supply Chain Analytics
- Doctor of Business Administration
- Ph.D. in Business Administration
 - Logistics and Supply Chain Management

Graduate Certificates

- Graduate Certificate in Accounting Data Analytics
- Graduate Certificate in Accounting Data Security
- Graduate Certificate in Auditing
- Graduate Certificate in Business Administration
- Graduate Certificate in Business Intelligence
- Graduate Certificate in Corporate Controllershship
- Graduate Certificate in Corporate Financial Reporting
- Graduate Certificate in Cybersecurity
- Graduate Certificate in Digital and Social Media Marketing
- Graduate Certificate in Entrepreneurship
- Graduate Certificate in Enterprise Systems Development
- Graduate Certificate in Fintech
- Graduate Certificate in Information Security Management and Auditing
- Graduate Certificate in Information Systems and Technology
- Graduate Certificate in Logistics and Supply Chain Management
- Graduate Certificate in Marketing Management

- Graduate Certificate in Talent Management
- Graduate Certificate in Taxation

Admission Requirements

Students entering UMSL may declare themselves as Business majors in the College of Business Administration (COBA). They are advised by Business and may take Business courses as long as they maintain "good standing" status (see General Degree Requirements listed below) and have satisfied the prerequisites for the courses they propose to take.

Credit Hour Requirements

Student must complete a minimum number of hours in the following areas:

- 120 credit hours for the baccalaureate degree
- 48 credit hours of coursework offered by the College of Business
- 36 credit hours of upper-division coursework offered by the College of Business

Credit Hour Requirements for Transfer Students

- Students must complete a minimum of 60 hours from four-year, baccalaureate degree granting colleges or universities.
- A minimum of 50% of all business course work must be completed at UMSL.
- Students must complete a minimum of 21 graded hours in business courses.
- Students must complete their last 30 hours in residence at UMSL.

Credit for Lower Division Transfer Courses

Students seeking to use a lower division course to satisfy an upper division business requirement must validate the course being transferred. If successfully validated, the transfer course will waive the need to take the upper division equivalent course at UMSL, but the course transferred will be counted as lower division; it will not count toward the 36 upper division hours required in business.

GPA Requirements

Student must carry a minimum 2.3 GPA in the following areas in order to graduate. Grade modification may be used.

- Campus GPA
- College of Business Coursework GPA
- Major GPA
- Emphasis Area GPA

Grade Requirements

A minimum grade of C- is required for each course in the business core (except MGMT 4219); for each course which serves as a prerequisite for another course; and for each course in an emphasis area and/or major.

Satisfactory/Unsatisfactory Option

Majors may take no more than 9 satisfactory/unsatisfactory hours in the College. Satisfactory/Unsatisfactory grading is restricted to elective coursework.

Prerequisite Requirements

Business course prerequisites are enforced by the College of Business Administration and include a minimum campus grade point average of 2.0 as a condition for taking any upper division business course.

Good Standing

Students are allowed to take a maximum of 9 hours of upper-division Business classes before a "good standing" evaluation is applied to their academic records. In order to remain in good standing and continue to enroll in upper division Business courses, students must maintain a 2.3 campus and Business grade point average and must have completed the following cluster of courses (with a grade of C- or higher):

ACCTNG 2400	Fundamentals of Financial Accounting	3
ACCTNG 2410	Managerial Accounting	3
BUS AD 2900	Legal Environment of Business	3
ECON 1001	Principles of Microeconomics (MOTR ECON 102)	3
ECON 1002	Principles of Macroeconomics (MOTR ECON 101)	3
INFSYS 2800	Information Systems Concepts and Applications	3
MATH 1030	College Algebra (MOTR MATH 130)	3
MATH 1100	Basic Calculus	3
or BUS AD 1107	Quantitative Methods for Business	
MATH 1105	Basic Probability and Statistics	3

Additional Emphasis Areas

Emphasis areas may be added for up to two years following degree completion. Each additional degree from the College of Business Administration requires 15 unique hours taken at UMSL subsequent to completion of the prior business degree.

Latin Honors

In accordance with the University's Latin Honors policy, candidates graduating from the College of Business in the 2023-2024 Academic Year must meet the following GPA qualifications:

Summa Cum Laude	3.947
Magna Cum Laude	3.84
Cum Laude	3.64

The College of Business Administration offers seven graduate degrees: the Doctor of Business Administration (DBA), the Doctor of Philosophy in Business Administration (Ph.D.), the Master of Business Administration (MBA), the Master of Science in Information Systems and Technology (MSIST), MS in Cybersecurity with emphasis in IST, The Master of Science in Supply Chain Analytics, and the Master of Accounting (MAcc). All programs carry the prestigious accreditation of AACSB-International.

Doctor of Philosophy in Business Administration (Ph.D.)

The Ph.D. program includes an emphasis in Logistics & Supply Chain Management (LSCM). This is the only LSCM emphasis in a doctoral business program offered in Missouri. Courses are taught by full-time,

nationally known scholars who have been recognized as one of the most academically prolific faculties in America. The Ph.D. program is designed to prepare scholars who will excel in the national and international marketplace, especially in academic and research organizations, but graduates may also find opportunities in the growing private sector demand for advanced LSCM expertise.

Doctor of Business Administration (DBA)

The Doctor of Business Administration program is a three-year, cohort-based program that offers a flexible format, with limited monthly visits to campus. Over the course of the program, participants will make only three weekend trips to campus per term.

DBA students move through the program in a cohort and meet face-to-face one weekend a month, then engage and collaborate with faculty and students in the online learning platform for discussions. The first two years cover an array of cutting-edge business and management topics and the third year is spent focusing on the candidate's dissertation research.

The DBA is designed to train engaged management scholars in a learning community supported by select internationally renowned faculty with close ties to business and recognized for their research impact and expertise in graduate education.

Master of Business Administration Program (MBA)

The MBA is available in three formats: the FlexMBA, the Online MBA, and the International MBA program. All programs are fully accredited by AACSB International – The Association to Advance Collegiate Schools of Business, the premier accrediting body in collegiate business education. The MBA programs are designed to prepare students for administrative and professional positions. They also provide an appropriate foundation for students contemplating doctoral work and eventual careers in college teaching and research. The programs admit students with bachelor's degrees from accredited institutions, including those with undergraduate backgrounds in the sciences, engineering, humanities, or arts as well as business. Graduate Business program information is available at the College of Business Administration website.

The FlexMBA Program

The FlexMBA curriculum familiarizes participants with the fundamental areas of business administration. The core program is designed to generate a working knowledge of the concepts and interrelationships of four broad categories fundamental to management training:

- The external environment confronting business organizations and management's response to legal, economic, social, and political issues.
- The internal operation of various business organizations and management's role in channeling human behavior to satisfy both personal and organizational goals.
- Basic concepts, terminology, and interaction of the accounting, marketing, finance, information systems and operations management disciplines.
- Quantitative management decision-making models put to use in the context of current management principles.

Business concepts are integrated by a course in strategy formulation and implementation in the final semester of study. There is no thesis requirement; however, students interested in undertaking an individual

research project may earn elective credit by enrolling in a supervised independent study course.

Emphasis Areas

MBA students may obtain an emphasis in Accounting, Business Analytics, Cybersecurity, Finance, Information Systems and Technology, International Business, Management, or Marketing, Supply Chain Management. Depending on the student's undergraduate background, courses waived, and emphasis area chosen students might require additional coursework.

Graduate Certificate Programs in Business Studies

The College of Business Administration offers seventeen graduate certificates. To be admitted to a graduate certificate program, students must meet the same requirements as those needed for a graduate degree program in business (see Admission Requirements in the Graduate Studies in Business Administration section of this Bulletin).

Certificate programs allow qualified graduate students to pursue an intensive course of study in a specialized business topic without requiring completion of a full graduate business degree program. Certificate programs provide students with the opportunity to obtain the advanced knowledge available through a graduate course of study in a relatively brief period.

In order to successfully complete a certificate program, students must earn a 3.0 cumulative GPA in certificate classes. Unless otherwise specified, the coursework must be completed within six years. Students must also comply with all requirements related to matters such as prerequisites, academic probation, and other graduate business program policies.

Business Administration Courses

BUS AD 1000 Introduction to Business: 3 semester hours

Overview of the functional business disciplines, including, but not limited to principles of Accounting, Finance, Information Systems, Law, Logistics and Operations Management, Management, and Marketing.

BUS AD 1107 Quantitative Methods for Business: 3 semester hours

Prerequisites: MATH 1030 or MATH 1045 or a satisfactory score on the UMSL Math Placement Examination, obtained at most one year prior to enrollment in this course. This course covers a broad range of quantitative methods across various business applications. Topics include but are not limited to data collection, cleaning, description, visualization, and communication. The goal is to build fundamental skills and confidence in mathematical reasoning for data-driven decision-making. It will prepare students to be successful in subsequent analytical-oriented classes.

BUS AD 1900 Introduction to Personal Law: 3 semester hours

This course introduces students to the American legal system and the basic issues every individual must deal with in our society. The course will be of interest to anyone seeking a job, leasing an apartment, buying a car or house, borrowing money, buying insurance, getting married or divorced, entering contracts, filing a law suit, writing a will, or accumulating wealth. May not be used for credit in any undergraduate business program.

BUS AD 2000 Topics in Business Administration: 1-3 semester hours

Prerequisites: Vary with topic; contact the College of Business Administration. Study of selected special problems in business and administration. May be repeated for credit with different topics.

BUS AD 2900 Legal Environment of Business: 3 semester hours

Prerequisites: Sophomore standing. This course is an introduction to the nature and meaning of law, sources of law, legal process and institutions. The legal environment of business is defined as the relationship of government toward business, the historical development of this relationship. This course emphasizes understanding and being able to apply basic legal principles in an ethical context, understanding the sources of the law (e.g. Constitution, statutes, regulations, and court decisions) and their interaction and contribution to the development of the law, and understanding and being able to apply legal concepts and principles to the business environment (torts, contracts, agency, business organizations, intellectual property, property, securities regulation and other forms of governmental regulation of business).

BUS AD 3090 Internship in Business Administration: 1-3 semester hours

Prerequisites: Minimum campus GPA of 2.0; one must have completed and/or be currently enrolled in at least 6 hours of Business Administration electives, have consent of supervising instructor and Associate Dean, and a College of Business GPA of at least 2.5. Students are employed in the field of Business Administration where they apply the knowledge and skills learned in the classroom. Professional development and obtaining specialized work experience are the primary goals. A Business Administration faculty member will monitor the student's program with the student providing a formal written report at the end of the project. BUS AD 3090 may not be counted toward the minimum credit hours for any emphasis area.

BUS AD 3099 Independent Study in Business Administration: 1-3 semester hours

Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Associate Dean. Special individual study in business under the supervision of a full-time faculty member.

BUS AD 3990 Internship in Business Law: 1-3 semester hours

Prerequisites: BUS AD 2900, 3 credit hours of Business Law electives, and a Business College 2.5 GPA. Must have completed and/or be currently enrolled in at least 3 credit hour of Business Law electives and have consent of supervising instructor and Area Coordinator. Students are employed in the field of Business Law where the knowledge and skills learned in the classroom are applied. Professional development and obtaining specialized work experience are primary goals. A Business Law faculty member will monitor the student's program with the student providing a formal written report at the end of the project.

BUS AD 4325 Environmental Sustainability in Business Operations: 3 semester hours

Same as SCMA 4325. Prerequisites: SCMA 3301 or consent of instructor. This course studies the environmental impacts of business operations, and it focuses especially on the principles and methods of "lean and green" operations, i.e., ways in which organizations can reduce their costs and increase profits, while reducing their environmental impacts. Specific topics include energy efficiency, resource reduction, waste reduction, design for the environment, externalities and internal pricing mechanisms, environmental technologies, life-cycle assessment, recycling, re-use, and re-manufacturing, as well as national and global environmental issues.

BUS AD 5000 Economics for Managers: 3 semester hours

Prerequisite: Graduate standing. The concepts and tools of economic analysis are applied to the production and distribution functions of organizations. The last portion is devoted to the macroeconomic influence of capital markets, the influence of interest rates, inflation, and the business cycle.

BUS AD 5001 Managerial Economic Analysis: 3 semester hours

Prerequisites: BUS AD 5000 or ECON 1001 and ECON 1002.

Microeconomic analysis of consumers, firms, and government. The concepts and mathematical tools of economic analysis are applied to the production and distribution functions of organizations.

BUS AD 5002 Analysis of National Economic Environment: 3 semester hours

Prerequisites: BUS AD 5000 or ECON 1001 and ECON 1002. The character and functioning of the national economic system; analyzing and forecasting fluctuations in national income and product, employment, and prices; the influence of monetary and fiscal policies. Emphasis is on the acquisition of knowledge concerning forces affecting all business firms.

BUS AD 5100 Managerial Communication: 3 semester hours

An analysis of business writing and speaking, and the communication conventions common in organizations. Emphasis is placed on developing skills critical to career advancement and necessary for effective organizational functioning. A second goal is to prepare students for assignments in other business courses. This course must be taken within the first 12 credit hours of study, preferably in the student's first semester.

BUS AD 5198 Seminar in Business Administration: 3 semester hours

An intensive study of a specific area of business administration of some specific business or economic phenomenon, or a specific problem or theory. Several different courses may be offered under this course number.

BUS AD 5299 Individual Research: 1-3 semester hours

Prerequisite: Consent of instructor and graduate director. Special individual research topics under the guidance of a specific professor.

BUS AD 5325 Environmental Analysis and Sustainability in Business Operations: 3 semester hours

Same as SCMA 5325. Prerequisites: SCMA 5320 or permission of instructor. This course studies the environmental impacts of business operations, and it focuses especially on the principles and methods of "lean and green" operations, i.e., ways in which organizations can reduce their costs and increase profits, while reducing their environmental impacts. Specific topics include energy efficiency, resource reduction, waste reduction, design for the environment, externalities and internal pricing mechanisms, environmental technologies, life-cycle assessment, recycling, re-use, and re-manufacturing, as well as national and global environmental issues.

BUS AD 5450 Governmental Budgeting and Financial Control: 3 semester hours

Prerequisite: ACCTNG 5400. A study of municipal and federal financial control and budgeting procedures with emphasis on public policy. The impact of financial control on top management decisions and the effect of budget strategies on the allocations of public funds.

BUS AD 5900 Law, Ethics and Business: 3 semester hours

Analysis of the relationship between law and business with emphasis on the ability of, and extent to which, governments regulate business activities. Topics covered include the employer-employee relationship, protection of consumers, antitrust regulation, and securities law. Also discussed are ethical issues confronting management of the modern business enterprises.

BUS AD 6990 Strategy Formulation and Implementation: 3 semester hours

Prerequisites: FINANCE 6500, MGMT 5600, MKTG 5700, SCMA 5320 and special consent. Graduate program capstone course examining concepts and methods that integrate functional areas of business. The perspective is that of general management charged with directing the total enterprise. Interactions between the environment, organization, strategy, policies and the implementation of plans are explored. Special emphasis is given to globalization of business and ethical perspectives. This course should be taken during the semester prior to graduation. In no case may it be taken sooner than two semesters prior to graduation.

BUS AD 6991 Graduate Business Assessment Testing: 0 semester hours

Prerequisites: Concurrent enrollment in BUS AD 6990 (or INTL BUS 5289 or MGMT 4614 if taken in lieu of BUS AD 6990). A one-time lab during which a major field exam in business is administered. Course graded on a satisfactory/ unsatisfactory basis. Satisfactory grade required for graduation.

BUS AD 7001 Doctoral Research: 1-12 semester hours

Prerequisite: Must have PhD Program Director or Area Coordinator approval. Investigation of an advanced nature culminating in preparation for comprehensive examinations and/or development of dissertation proposal. The course may be repeated for credit.

BUS AD 7002 Dissertation Research: 1-12 semester hours

Prerequisites: Must have Ph.D. Program Director or Area Coordinator approval. Investigation of an advanced nature culminating preparation of a doctoral dissertation. The course may be repeated.

BUS AD 7100 Scientific Inquiry in Business: 1-3 semester hours

Prerequisites: Consent of DBA program director and graduate standing. This course provides an overview of research methods for studying business problems including extraction of information from secondary sources, and primary data collection with surveys, interviews, participant observation, action research, field experiments, controlled experiments, case studies, design sciences and simulations. The course covers foundations of business research (substantive theories, formal theories, and frameworks). Students will learn the types of variables used to test theories and develop the skills required for reviewing the literature and conceptualizing research questions that are important for practice. Ethical issues related to conducting and publishing research will be discussed. Students will become nationally certified in protecting human research participants and in responsible research conduct.

BUS AD 7101 Quantitative Research Methods I in Business Administration: 3 semester hours

Prerequisites: Consent of DBA program director. This course provides an understanding of the application of quantitative analytical techniques to problems in the planning and management of business enterprises and service operations. The course provides experience in structuring analytical models and drawing inferences from their results. Topics include techniques for descriptive, predictive and diagnostic analytics, and may cover general linear statistical models, logistical regression, techniques for extrapolating time series, and statistical methods for testing conceptual models.

BUS AD 7102 Qualitative Research Methods I in Business Administration: 3 semester hours

Prerequisites: Consent of DBA program director and graduate standing. Working in groups, students will design and execute a qualitative research project using interviews or direct observations. During the course, students will prepare a qualitative research proposal that includes well-formed research questions, clearly positions the research as a contribution to knowledge, critically reviews the academic literature relevant to the student's topic, develops qualitative research instruments (such as an interview guide), executes the research, analyzes the data and writes up the report. Students will learn how to abstract their findings into lessons for scholars and/or practitioners. One important output of this seminar is a completed research paper suitable for publication in a respected practitioner or academic outlet.

BUS AD 7103 Quantitative Research Methods II in Business Administration: 3 semester hours

Prerequisites: Consent of DBA program director and graduate standing. This course provides an advanced understanding of quantitative research with special attention to prescriptive analytics. Emulating work in prior published studies, students identify and frame research questions, determine appropriate metrics, develop hypotheses, build and test quantitative models, and discuss the advantages and shortcomings of alternative quantitative approaches. One important output of this course is a completed research paper.

BUS AD 7104 Qualitative Research Methods II in Business Administration: 3 semester hours

Prerequisites: Consent of DBA program director and graduate standing. Working in groups, students design and execute a qualitative research study using a case study method or action research. Students prepare a qualitative research proposal that includes well-formed research questions, clearly positions the research as a contribution to knowledge, and critically reviews the academic literature relevant to the topic. Students develop qualitative research instruments (or design an experimental intervention), execute the research, analyze the data and produce a report that presents lessons for scholars and/or practitioners. An important product of this seminar is a completed research paper suitable for publication in a respected practitioner or academic outlet.

BUS AD 7105 Special Topics in Business Administration: 3 semester hours

Prerequisites: Consent of DBA program director. This course introduces special topics from the business administration perspective. Topics may vary by semester based students' research interests. The topics of this course may include advanced theoretical perspectives, advanced analytical techniques, or other business issues that go beyond the content in the foundational topics of the curriculum.

BUS AD 7106 Strategic Business Analysis: 3 semester hours

Prerequisites: Consent of DBA program director. This course synthesizes theoretical and empirical research to provide new insights for public policy and managerial practice. Course topics may address contemporary challenges in the global economy, regulatory processes, taxation, management of innovation, management of risk and disruptive events, consequences of international agreements, environmental issues, sustainability of business practices and business alliances, corporate governance, cultural challenges in international business relations, and other contemporary problems specific to students' places of employment.

BUS AD 7107 Capstone Project Research in Business Administration: 6 semester hours

Prerequisites: Consent of DBA program director. Students develop a formal proposal for their capstone research projects that includes a draft of all parts of the project that precede the data collection. This proposal includes research questions or hypotheses based on prior research, and the methodology to be employed for addressing the research questions or corroborating the hypotheses. This course will be coordinated by the Academic Director of the DBA Program, and attended by interested faculty, especially those serving as Chairs. By the conclusion of this course, each capstone project proposal is approved by a capstone project committee (consisting of the Chair of the capstone project committee and two other members).

BUS AD 7108 Dissertation Research: 1-6 semester hours

Prerequisites: Consent of DBA program director. This course involves conducting research for the student's dissertation project under the guidance of the chair, committee members, and the student's dissertation community. An important component of research progress in this course involves students working with their chair and committee within the dissertation community, meeting on residency weekends during the semester. Each student will produce a dissertation in proper academic form with the expectation of submitting it for publication and will defend the work in an oral examination.

BUS AD 7109 Doctoral Foundations Seminar: 1-4 semester hours

Prerequisites: Consent of DBA program director. This course will cover the foundation necessary to succeed in the DBA Program. This seminar will also provide the doctoral students with an understanding of the culture of research.

BUS AD 7300 Management of Supply Chains: 3 semester hours

Prerequisites: Consent of DBA program director. This course provides a comprehensive overview of supply chain management, including procurement, sourcing, operations, production and logistics, with special attention to international issues. Topics include designing and operating multinational logistics systems; managerial issues and strategies for sourcing, transportation, and inventory management; legal and financial issues in import and export; risk identification and management; and the relationship of supply chain management to other activities. The course also provides students with an understanding of quantitative techniques used in the design and management of global supply chains.

BUS AD 7301 Statistical Modeling: 1-3 semester hours

Prerequisites: SCMA 5300; consent of DBA program director. Study of multivariate analytical techniques and their application to the analysis of business systems. Topics include the construction and adaptation of statistical models and extrapolative techniques to accommodate factor interactions, nonlinearities, and periodic effects. Methodologies include multiple regression, ANOVA, and general linear model, MANOVA, structural equation modeling, and time series modeling.

BUS AD 7400 The Role of Accounting Information in Firms and Markets: 3 semester hours

Prerequisites: Consent of DBA program director. This course provides insights into various accounting theories and practices, including financial analysis to identify opportunities, archival and behavioral inquiry in accounting, the role of accounting information in valuation, the role of accounting information in firm contracting, structural cost management, executional cost management, and governance and controls.

BUS AD 7500 Finance Theory and Applications Seminar: 3 semester hours

Prerequisites: Consent of DBA program director. This course addresses contemporary issues in corporate finance, investment, financial institutions and financial markets. Extensive reviews of the literature in different finance fields are conducted. Modigliani-Miller theorem, agency theory, capital asset pricing theory, and option pricing theory are discussed and applied in research analysis.

BUS AD 7600 Managing Talent for Strategic Advantage: 3 semester hours

Prerequisites: Consent of DBA program director. This course provides insight into research on topics that explore how organizational behavior and human resource management practices contribute to developing and sustaining effective and satisfying workplaces. Topics such as conflict management, change management, motivation, cultural intelligence, compensation strategies, selection and promotion decisions, performance management and legal issues in employment decision making, will be discussed.

BUS AD 7700 Contemporary Marketing Intelligence and Decision Making: 3 semester hours

Prerequisites: Consent of DBA program director. This course examines how firms generate valuable marketing intelligence for critical decisions in pursuit of marketing objectives. Marketing strategies and consumer behavior are studied through literature reviews and examination of case studies. Students challenge assumptions, frameworks, and findings and they discuss how marketing strategy is adapted in practice for various products and services. They also learn how data mining techniques are used in the development and execution of marketing strategies.

BUS AD 7800 Management of Sustaining and Disruptive Information Technologies: 3 semester hours

Prerequisites: Consent of DBA program director. This course provides insights into contemporary sustaining and disruptive information technologies and their strategic and supporting roles in organizations and society. This course provides the student with an understanding of the processes through which information systems are adopted and used by organizations, including their sourcing, design, development, implementation, and strategic management. The course will also examine best practices for managing new information technologies, such as social media, business intelligence, and the Internet of Things. Strategic opportunities, threats and processes for achieving cyber security will be considered as students discuss the impacts such technologies have on organizations, individuals, and society.

International Business Courses

INTL BUS 3280 The Law of International Business Transactions: 3 semester hours

Same as FINANCE 3583. Prerequisites: BUS AD 2900 or consent of instructor. This course studies the role and function of International Law and national laws in the regulation of international business transactions. The impact of various legal regimes on import/export transactions, foreign investments, and the operations of multinational enterprises will be included. The role of national governments, supra-national governmental organizations, and non-governmental organizations in forming and administering the international legal environment will be studied.

INTL BUS 3281 Business in China: 3 semester hours

Same as FINANCE 3585. Prerequisites: A minimum campus GPA of 2.0 and junior standing. This course introduces students to the practices of doing business in China. Students will be introduced to the Chinese economic and business environment. Issues related to trade and foreign direct investment in China will be discussed. The course adopts an innovative approach, utilizing lectures, case analysis, projects, and student presentations.

INTL BUS 3282 Managing the Global Workforce: 3 semester hours

Prerequisite: MGMT 3600 and at least one of the following: MGMT 3611, MGMT 3621 or enrollment in the Honors College, a minimum 2.0 campus GPA or consent of instructor. A study of the international dimensions of organizational behavior and human resource management. The course provides an overview of the tools and skills that are necessary to understand and manage people in global organizations. Topics include motivation, leadership, communication, hiring, training, and compensation.

INTL BUS 3283 International Business and Society: 3 semester hours

Encompasses the readings, lectures, company and government agency visits, and cultural visits that comprise annual Country Study Tours, (e.g., Austria, Japan, Thailand, etc.). The program includes 45 contact hours or more of classroom lectures covering aspects of the chosen country's business and society, in-depth pre-departure cross-cultural orientation and training supplemented by briefings on the country's economy and on U.S. market penetration by the Commercial Service, U.S. Embassy; a briefing by the in-country State of Missouri representative; briefings by host country agencies; company visits and factory tours; and tours of cultural sites. Student evaluation will be based on active participation and on a research paper based on readings, lectures, interviews and field observations.

INTL BUS 3285 Role of the Global Corporation: 3 semester hours

Prerequisites: A minimum 2.0 campus GPA and MGMT 3600 or permission of instructor. The purpose of this course is to create awareness of controversial issues about international business. Students will gain a better understanding of resistance to and criticism of international business and will become better prepared for dealing with these issues and problems.

INTL BUS 3286 International Business Ethics: 3 semester hours

Same as PHIL 3286. This course will deal with moral issues that are raised by the increasing globalization of business. Apart from the general issue of whether this globalization is itself a good thing, we will discuss such issues as child labor, working conditions, safety standards, environmental policies, bribery and other "corrupt" practices, respect for intellectual property, etc. Frequent short papers will be assigned.

INTL BUS 3289 Practicum in International Business: 3 semester hours

Prerequisites: At least one INTL BUS course, 2.0 campus GPA and completion of an approval form. Students will apply both their language skills and knowledge of international business by working for a three month period in an organization located outside the student's country of origin. This course requires students to prepare a research report summarizing the global experience and how it relates to the international business program.

INTL BUS 3290 Internship in International Business: 3-6 semester hours

Prerequisites: ECON 1001 and ECON 1002, ACCTNG 2400 and ACCTNG 2410, an additional 12 hours in Business Administration, a minimum overall gpa of 2.0 and concurrent enrollment in a UM overseas program. The internship will be a supervised field experience in a business/ international organization at a foreign site. Students will work for 10 weeks on projects directed by host-organization supervisors in consultation with a UM-St. Louis faculty member. Prior to the field experience students will receive training that includes familiarization with the language and practices of the country's business, the background of the host firm, and international information sources. The student will complete a written report of his/her project. Course may not be repeated for more than 6 hours credit.

INTL BUS 3299 Independent Study in International Business: 1-3 semester hours

Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Area Coordinator of the specific discipline. Special individual study in international business under the supervision of an approved faculty member.

INTL BUS 3580 International Corporate Finance: 3 semester hours

Same as FINANCE 3580. Prerequisites: FINANCE 3500 and a 2.0 campus GPA. This course explores corporate finance in the context of a global environment. Financial managers for an international firm must deal with all the normal problems faced by domestic corporations plus additional foreign exchange and political risks. Class discussions will focus on applying financial techniques to decision making in foreign operations. Students are required to work in a group to undertake a project related to international finance.

INTL BUS 3582 International Investments: 3 semester hours

Same as FINANCE 3582. Prerequisites: FINANCE 3500, and a 2.0 overall GPA. This course explores the concepts of investing and hedging risk management, portfolio diversification, currency risk, asset pricing, and alternative portfolio strategies. Techniques for using derivatives are discussed in the context of hedging exchange rate risk. Reading foreign exchange quotes and understanding the functioning of global markets is central to the course. A prior course in investments is recommended but not required.

INTL BUS 3680 International Management: 3 semester hours

Same as MGMT 3680. Prerequisites: ECON 1002 and MGMT 3600, a minimum 2.0 campus GPA or consent of the instructor. A study of international business and management practices. Topics covered include an introduction to international management and the multinational enterprise, the cultural environment of international management, planning in an international setting, organizing for international operations, directing international operations, international staffing, preparing employees for international assignments, and the control process in an international context.

INTL BUS 3780 International Marketing: 3 semester hours

Same as MKTG 3780. Prerequisites: MKTG 3700 and a 2.0 overall GPA. Marketing management problems, techniques and strategies needed to apply the marketing concept to the world marketplace. Understanding a country's cultural and environmental impact on the marketing plan is emphasized, as well as competing in markets of various cultures. Worldwide consumerism, economic and social development, the spread of multinational corporations, business ethics, and current economic and marketing issues are examined.

INTL BUS 3882 Data Networks and Security: 3 semester hours

Same as INFSYS 3842. Prerequisites: INFSYS 2800 and a minimum campus GPA of 2.0; or consent of instructor. This is a foundational course in data networking and network security. It covers the fundamentals of networking and security implications of data networks with hands-on exercises. Topics include networking layers and standardization of functionality across layers, wired and wireless Local Area Networks (LANs) along with switching and physical layer technologies, Internetworking, supporting and supervisory protocols; application layer protocols such as HTTP, and fundamentals of network security. Students will also learn about network protocol analyzers such as Wireshark, virtualization, and networking in virtual environments. Credit cannot be granted for both INFSYS 3842 and INFSYS 6836.

INTL BUS 4280 International Business Experience: 0 semester hours

Students with an International Business emphasis must complete one of the following international experience requirements: (a) study abroad for three or more credit hours, (b) complete a minimum of one year international experience (e.g., Peace Corps, volunteer work, missionary work, an international posting by an organization) within 5 years of entering the program, or (c) complete an international internship approved by the International Business Institute. May be taken on a satisfactory/unsatisfactory basis only.

INTL BUS 4281 Entrepreneurship in the Global Environment: 3 semester hours

Prerequisites: ECON 1002; ACCTNG 2410; MKTG 3700. This course explores changes in the planet's physical environment and ways of reversing, retarding or coping with those changes. Students will be required to develop proposals for new business ventures that have as a goal preservation or restoration of the natural environment.

INTL BUS 4289 International Strategic Management: 3 semester hours

Prerequisites: INTL BUS 3282, MKTG 3780 and FINANCE 3580, a minimum 2.0 campus GPA or consent of instructor. A study of the international dimensions of strategic management. Provides an introduction to the key concepts and tools necessary for international competitive analysis. Topics include the international dimensions of strategy formulation and implementation, diversification, strategic alliances, and divestment.

INTL BUS 4381 Global Supply Chain Management: 3 semester hours

Same as SCMA 4381. Prerequisites: SCMA 3301 and a minimum campus GPA of 2.0. This course covers business logistics and supply chain strategies involving shipments across national boundaries. Topics may include the effects of international agreements and regional trading blocks on supply chain strategies, the design of global logistics networks, managerial processes and systems for international production and distribution, and risk management for international logistics.

INTL BUS 5289 International Business Strategies: 3 semester hours

Prerequisites: BUS AD 5000 and ACCTNG 5400. This course focuses on those managerial issues which follow from the definition and implementation of corporate strategy for worldwide operations, as distinguished from purely domestic firms or those only marginally involved in international activities. It aims to develop an appreciation for the unique competitive, sociocultural and political environments in which international business takes place and the skills required to deal with these changes.

INTL BUS 5290 Internship in International Business: 3 semester hours

Prerequisites: Consent of IMBA Director. Students will apply both their language skills and knowledge of international business by working in an organization located outside the student's country of origin. This course requires students to submit regular evaluations and prepare a research report summarizing their global experience and how it relates to the international business program.

INTL BUS 5381 Global Supply Chain Management: 3 semester hours

Same as SCMA 5381. Prerequisites: SCMA 5310 (may be taken concurrently). This course covers global supply chain management strategy, planning and operations. Topics include issues in global trade, global network design and facility location strategies, international logistics, import-export operations, and global supply chain risk management.

INTL BUS 5780 Seminar in International Marketing: 3 semester hours

Same as MKTG 5780. Prerequisite: MKTG 5700. An advanced seminar on topics in international or global marketing. Possible topics include the globalization of trade, export marketing, international market opportunity analysis, and negotiation for international marketers. Students who take one version of this course (e.g., globalization of trade) can take a second version of the course (e.g., negotiation for international marketers) with prior permission.

INTL BUS 6580 International Financial Management: 3 semester hours

Same as FINANCE 6580. Prerequisite: FINANCE 6500. The objective of this course is to introduce students to financial issues for multinational firms. Besides covering basic tools and techniques, the class stresses the role of the financial manager in analysis and decision-making. Topics include the impact of international accounting and tax issues, capital budgeting in a foreign environment, transfer pricing, and global funding. Conceptual skills for lifelong learning experiences are emphasized. This course employs a lecture and case format with group discussions.

INTL BUS 6581 Seminar in International Investments: 3 semester hours

Same as FINANCE 6581. Prerequisite: FINANCE 6500. This course covers topics related to the determination of exchange rates, international parity relations and portfolio diversification. In addition, methods for using foreign exchange derivatives are explored in their use for hedging exchange rate risk. Learning to read foreign exchange quotes and understanding the functioning of global markets is an integral part of the course material. Each student is assigned a foreign country to study throughout the semester with the comprehensive project report. A prior investments course is recommended but not required.