College of Business Administration

College of Business Administration Home Page (http://www.umsl.edu/divisions/business)

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, the shortest time on record for any school. Nearly 50 years since the inception of our College, UMSL Business is proud to remain accredited in both business and accounting by AACSB, the only internationally recognized accrediting agency for business and accounting programs.

Vision
The College of Business Administration at UMSL provides research- and practice-based programs that prepare students to enter and succeed locally and globally across a wide range of business professions. We offer quality, value, and access.

Mission
- Prepare undergraduate and graduate business students for professional success in technically sophisticated local and global organizations.
- Incorporate best-business-practice and current academic theory into all of our educational programs (certificates and degrees).
- Explore, develop, and adopt new and better teaching methods.
- Perform basic and applied research that advances knowledge and supports the understanding and efficiency of business activities, addresses needs of our business community, and promotes learning of our students.
- Fully engage with the St. Louis business community in order to meet their workforce needs, support the professional development of their employees, exploit the talent and experience of their managers, and develop mutually beneficial partnerships that serve our college’s instructional and research goals (guest speaker, internships, scholarships, sponsored research, and endowed chairs).
- Help our university fulfill its strategic plan by increasing retention, reducing time to graduation, increasing the number of graduates, garnering more professional and non-financial aid of our alumni, expanding online offerings, and pursuing more interdisciplinary collaborations.

Values
Opportunity: We are committed to providing students an opportunity to excel in a rigorous academic business program.

Knowledge: We value the creation, application, and communication of knowledge to advance business disciplines and improve management practices.

Access: We strive to ensure that our programs are accessible and consistent with the land-grant mission of the University of Missouri.

Integrity: We value high standards of professional and ethical conduct.

Excellence: We strive for excellence in our own endeavors and expect it of those with whom we work.

Community: We value our ties with the business and not-for-profit communities, and work to create opportunities of mutual benefits.

Respect: We endeavor to treat all people with dignity and respect, and to maintain fairness in our interactions with all students, employees and the community.

Diversity: We seek to maintain a diverse and involved community of students, faculty, and staff.

Collegiality: We seek to provide a collegial climate that fosters positive relationships among students, faculty and staff.

College of Business Administration Programs

Undergraduate Degrees
- Bachelor of Science in Accounting (http://bulletin.umsl.edu/programs/accounting-bs)
- Bachelor of Science in Business Administration (http://bulletin.umsl.edu/programs/business-administration-bs) (with emphasis areas available in)
  - Entrepreneurship (http://bulletin.umsl.edu/programs/business-administration-bs-entrepreneurship-emphasis)
  - Finance (http://bulletin.umsl.edu/programs/business-administration-bs-finance-emphasis)
  - International Business (http://bulletin.umsl.edu/programs/business-administration-bs-international-business-emphasis)
  - Management (http://bulletin.umsl.edu/programs/business-administration-bs-management-emphasis)
  - Marketing (http://bulletin.umsl.edu/programs/business-administration-bs-marketing-emphasis)
  - Supply Chain Management (http://bulletin.umsl.edu/programs/business-administration-bs-supply-chain-management-emphasis)
- Bachelor of Science in Cybersecurity, Information Systems Emphasis (http://bulletin.umsl.edu/programs/cybersecurity-bs-information-systems-emphasis)
- Bachelor of Science in Information Systems and Technology (http://bulletin.umsl.edu/programs/information-systems-and-technology-bs)

Undergraduate Minors
- Accounting (http://bulletin.umsl.edu/programs/accounting-minor)
- Cybersecurity (http://bulletin.umsl.edu/programs/cybersecurity-minor)
- Digital Marketing Communications (http://bulletin.umsl.edu/programs/digital-marketing-communications-minor)
- Finance (http://bulletin.umsl.edu/programs/finance-minor)
- General Business (http://bulletin.umsl.edu/programs/business-administration-minor)
- Information Systems and Technology (http://bulletin.umsl.edu/programs/information-systems-and-technology-bs)
- International Business (http://bulletin.umsl.edu/programs/international-business-minor)
- Supply Chain Management (http://bulletin.umsl.edu/programs/supply-chain-management-minor)
- Management (http://bulletin.umsl.edu/programs/management-minor)
• Marketing (http://bulletin.umsl.edu/programs/marketing-minor)
• Transportation Studies (http://bulletin.umsl.edu/programs/transportation-studies-minor)

**Undergraduate Certificates**
• Cybersecurity Certificate (http://bulletin.umsl.edu/programs/cybersecurity-undergraduate-certificate)
• International Business Certificate (http://bulletin.umsl.edu/programs/international-business-undergraduate-certificate)
• Post-Baccalaureate Certificate in Accounting (http://bulletin.umsl.edu/programs/accounting-post-baccalaureate-undergraduate-certificate)

**Graduate Degrees**
• Master of Accounting (http://bulletin.umsl.edu/programs/accounting-macc)
• Master of Business Administration (http://bulletin.umsl.edu/programs/business-administration-mba)
  • Accounting (http://bulletin.umsl.edu/programs/business-administration-mba-accounting-emphasis)
  • Finance (http://bulletin.umsl.edu/programs/business-administration-mba-finance-emphasis)
  • Information Systems (http://bulletin.umsl.edu/programs/business-administration-mba-information-systems-emphasis)
  • International Business (http://bulletin.umsl.edu/programs/business-administration-mba-international-business-emphasis)
  • Logistics and Supply Chain Management (http://bulletin.umsl.edu/programs/business-administration-mba-logistics-and-supply-chain-management-emphasis)
  • Management (http://bulletin.umsl.edu/programs/business-administration-mba-management-emphasis)
  • Marketing (http://bulletin.umsl.edu/programs/business-administration-mba-marketing-emphasis)
  • Operations Management (http://bulletin.umsl.edu/programs/business-administration-mba-operations-management-emphasis)
• Master of Science in Cybersecurity, Information Systems Emphasis (http://bulletin.umsl.edu/programs/cybersecurity-ms-information-systems-emphasis)
• Master of Science in Information Systems (http://bulletin.umsl.edu/programs/information-systems-and-technology-ms)
• Doctor of Business Administration (http://bulletin.umsl.edu/programs/business-dba)
• Ph.D. in Business Administration
  • Logistics and Supply Chain Management (http://bulletin.umsl.edu/programs/business-phd-logistics-and-supply-chain-management-emphasis)

**Graduate Certificates**
• Graduate Certificate Program in Business Administration (http://bulletin.umsl.edu/programs/business-administration-graduate-certificate)
• Graduate Certificate in Business Intelligence (http://bulletin.umsl.edu/programs/business-intelligence-graduate-certificate)
• Graduate Certificate in Cybersecurity (http://bulletin.umsl.edu/programs/cybersecurity-graduate-certificate)
• Graduate Certificate in Digital and Social Media Marketing (http://bulletin.umsl.edu/programs/digital-and-social-media-marketing-graduate-certificate)
• Graduate Certificate in Human Resources Management (http://bulletin.umsl.edu/programs/human-resources-management-graduate-certificate)
• Graduate Certificate in Logistics and Supply Chain Management (http://bulletin.umsl.edu/programs/logistics-and-supply-chain-management-graduate-certificate)
• Graduate Certificate in Marketing Management (http://bulletin.umsl.edu/programs/marketing-management-graduate-certificate)

**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
• 60 credit hours of coursework outside the College of Business
• 48 credit hours of coursework offered by the College of Business
• 36 credit hours of upper-division coursework offered by the College of Business

Students are limited to a maximum of hours in the following areas:
• 24 credit hours in any single business discipline beyond the core
• 78 credit hours in business and economics combined within 120 hours

**Credit Hour Requirements for Transfer Students**
• Students must complete a minimum of 60 hours from four year, baccalaureate degree granting colleges/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. Unsatisfactory/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):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCTNG 2400</td>
<td>Fundamentals of Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCTNG 2410</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>BUS AD 2900</td>
<td>Legal Environment of Business</td>
<td>3</td>
</tr>
<tr>
<td>ECON 1001</td>
<td>Principles of Microeconomics (MOTR ECON 102)</td>
<td>3</td>
</tr>
<tr>
<td>ECON 1002</td>
<td>Principles of Macroeconomics (MOTR ECON 101)</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 2800</td>
<td>Information Systems Concepts and Applications</td>
<td>3</td>
</tr>
<tr>
<td>MATH 1030</td>
<td>College Algebra (MOTR MATH 130)</td>
<td>3</td>
</tr>
<tr>
<td>MATH 1100</td>
<td>Basic Calculus</td>
<td>3</td>
</tr>
<tr>
<td>MATH 1105</td>
<td>Basic Probability and Statistics</td>
<td>3</td>
</tr>
</tbody>
</table>

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 (http://bulletin.umsl.edu/undergraduatestudey#academicrecognitiontext), candidates graduating from the College of Business in the 2019-2020 Academic Year must meet the following GPA qualifications:

<table>
<thead>
<tr>
<th>Honor</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summa Cum Laude</td>
<td>3.924</td>
</tr>
<tr>
<td>Magna Cum Laude</td>
<td>3.800</td>
</tr>
<tr>
<td>Cum Laude</td>
<td>3.535</td>
</tr>
</tbody>
</table>

The College of Business Administration offers five 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 (MS in IS), and the Master of Accounting (MAcc). All programs carry the prestigious accreditation of AACSB-International.
• 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, Finance, Information Systems, International Business, Logistics and Supply Chain Management, Management, Marketing or Operations 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 five 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.

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 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 School 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. 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 attitude of the government toward business, the historical development of this attitude; current trends of public control in taxation, regulation of commerce and competition; freedom of contract, antitrust legislation and its relationship to marketing, mergers and acquisitions; and labor management relations.

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 and have consent of supervising instructor and Associate Dean. College of Business GPA of at least 2.5 is also required. 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 4001 Accelerate Capstone: 3 semester hours
Same as ENT 4001. Prerequisites: ENT 1001, and either EDUC 2002 or ENT 3040, or consent of instructor. This course provides students with a capstone experience taking an idea from planning to “launch.” This should be the last course taken in the certificate sequence and may involve elements of an instructional seminar and a practicum. May be taken in conjunction with other courses within the certificate, but it is highly suggested as the final course in the sequence.

BUS AD 4198 Business Administration Senior Seminar: 1-10 semester hours
Prerequisites: To be determined each time the course is offered and to include minimum 2.0 campus GPA. 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. May be repeated for credit as long as the topic differs.
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
Prerequisites: 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 6100 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 4814 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 7000 Doctoral Research: 1-12 semester hours
Prerequisites: 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: 2 semester hours**  
Prerequisites: Consent of DBA program director. Special topics examined from the business administration perspective. Topics may vary by semester.

**BUS AD 7106 Strategic Business Analysis: 2 semester hours**  
Prerequisites: Consent of DBA program director. The objective of this capstone course is to synthesize theoretical and empirical research from the different business disciplines (and other non-management sciences and disciplines) to give new insight for public policy or managerial practice. Course projects 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 Research Practicum in Business Administration: 6 semester hours**  
Prerequisites: Consent of DBA program director. In the research practicum, each student independently addresses some aspect of a capstone research project under the supervision of a senior researcher. Ad-hoc seminars and presentations are organized involving students, faculty, and guest speakers. Each student will produce a paper 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: 1-3 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: 2 semester hours**  
Prerequisites: Consent of 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: 2 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: 2 semester hours
Prerequisites: Consent of DBA program director. This two-unit finance 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: 2 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: 2 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: 2 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.