Graduate Study

The College of Business Administration offers four graduate degrees: 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.

Admission Requirements

The admissions decision is based on a combination of factors. Consideration is given to a candidate’s academic record, scores on the Graduate Management Admissions Test (GMAT), work and leadership experience, a personal narrative on the application form, and recommendations.

As in most AACSB-accredited graduate business programs, the UMSL College of Business generally requires Graduate Management Admissions Test (GMAT) scores. Information on the GMAT exam can be obtained at www.mba.com. The examination tests one’s ability to read, understand, and to reason logically with both verbal and quantitative material. The test is not a measure of achievement or business knowledge. Under certain conditions, the applicant may petition for waiver of the GMAT requirement, based on possession of an advanced degree and/or the ability to supply acceptable scores from an equivalent test.

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.

Master of Accounting Program (MAcc)

The MAcc program prepares students to enter the accounting profession or to further existing accounting careers.

It is designed to accommodate students who have earned an undergraduate degree with an accounting major. Students who have not completed an undergraduate accounting degree must complete the following courses prior to entry into the MAcc program:

- **ACCTNG 2400** Fundamentals Of Financial Accounting 3
- **ACCTNG 2410** Managerial Accounting 3
- **ACCTNG 3401** Financial Accounting And Reporting I 3
- **ACCTNG 3402** Financial Accounting And Reporting II 3
- **ACCTNG 3411** Cost Accounting 3
- **ACCTNG 3421** Accounting Information Systems 3
- **ACCTNG 3441** Income Taxes 3

These requirements may be waived with appropriate prior coursework. Candidates who have not completed the preparatory courses may apply and be provisionally accepted into the MAcc program, but must complete the courses before registration as a Master of Accounting student can be finalized.

Students must complete a minimum of 30 credit hours while enrolled as a graduate student.

MAcc Degree Requirements

Quantitative Methods

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOG OM 5300</td>
<td>Statistical Analysis For Management Decisions</td>
<td>3</td>
</tr>
</tbody>
</table>

Finance Requirement

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCE 6500</td>
<td>Financial Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Business Breadth

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS AD 5100</td>
<td>Managerial Communication</td>
<td>3</td>
</tr>
<tr>
<td>BUS AD 5900</td>
<td>Law, Ethics And Business</td>
<td>3</td>
</tr>
<tr>
<td>BUS AD 6990</td>
<td>Strategy Formulation And Implementation</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 5800</td>
<td>Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>LOG OM 5320</td>
<td>Production And Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5600</td>
<td>Managing People in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5700</td>
<td>Contemporary Marketing Concepts</td>
<td>3</td>
</tr>
</tbody>
</table>

Accounting Course Requirements

Students must complete the following three courses:

- **ACCTNG 4401** Financial Accounting And Reporting III 3
- **ACCTNG 4402** Financial Accounting And Reporting IV 3
- **ACCTNG 4435** Auditing 3

Research Course

Select one of the following:

- **ACCTNG 5402** Professional Accounting Research 3
- **ACCTNG 5406** Research and Professional Writing in Accounting 3
- **ACCTNG 5441** Tax Research 3

Graduate Topics

Select one of the following:

- **ACCTNG 5403** Graduate Topics in Financial Accounting 3
- **ACCTNG 5412** Graduate Topics in Management Accounting: Controllership 3
- **ACCTNG 5435** Graduate Topics in Auditing 3
- **ACCTNG 6441** Graduate Topics in Taxation 3

Electives

Students must complete 15 hours of electives including at least six hours of Accounting courses.

Accounting Electives

Select at least two of the following (Not all courses are offered each year):

- **ACCTNG 5402** Professional Accounting Research 3
- **ACCTNG 5403** Graduate Topics in Financial Accounting 3
- **ACCTNG 5406** Research and Professional Writing in Accounting 3
- **ACCTNG 5408** Fraud Examination 3
- **ACCTNG 5412** Graduate Topics in Management Accounting: Controllership 3
- **ACCTNG 5435** Graduate Topics in Auditing 3
- **ACCTNG 5436** Systems Auditing 3
- **ACCTNG 5441** Tax Research 3
- **ACCTNG 5446** Advanced Topics in Taxation 3
Degree Requirements

Depending on the student’s previous background, programs will range from 39 to 54 hours. Coursework must be completed within a six-year period. At least 30 hours of coursework must be taken while enrolled as an MBA candidate at UMSL.

Learning Outcomes

- Develop the ability to write and deliver a professional presentation.
- Develop the ability to form teams and work in teams.
- Understand ethical considerations in all dimensions of business.
- Be aware of international issues in business.
- Have the ability to critically evaluate information.
- Be able to independently research a topic in business.
- Develop skill in using technology to solve business problems.
- Understand basic management principles and practices and how they affect the success of an organization.
- Understand basic finance principles and practices and how they affect the success of an organization.
- Understand basic accounting principles and practices and how they affect the success of an organization.
- Understand basic operations and logistics management principles and practices and how they affect the success of an organization.
- Understand basic marketing principles and practices and how they affect the success of an organization.
- Understand basic information systems principles and practices and how they affect the success of an organization.
- Develop skill to think strategically about the business.

Candidates must take at least one course from either the core or elective sections in each of the following six areas: accounting, finance, management, marketing, information systems, and logistics and operations management. Also, no more than 15 credits may be taken in any one of the six areas.

Prerequisites

All students must demonstrate quantitative skills and knowledge of micro- and macroeconomics. Students are required to have waived or completed the equivalent of ECON 4105 Quantitative Methods and Modeling in Economics, Business, and the Social Sciences and BUS AD 5000 Economics For Managers.

Required Courses

The following courses or their equivalents are required of all degree candidates.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCTNG 5400</td>
<td>Financial And Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>FINANCE 6500</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5600</td>
<td>Managing People in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5700</td>
<td>Contemporary Marketing Concepts</td>
<td>3</td>
</tr>
</tbody>
</table>

Non-Accounting Courses

Students may complete up to 9 hours from other business disciplines (maximum: 9 credit hours at the graduate level)

- Any BUS AD 5000 and above
- Any FINANCE 6500 and above
- Any INFSYS 5800 and above
- Any LOG OM 5300 and above
- Any MGMT 5600 and above
- Any MKTG 5700 and above

Total Hours: 48

Master of Business Administration Program (MBA)

The MBA is available in three formats: the FlexMBA (formerly evening MBA), the Professional MBA (an accelerated Internet-enhanced weekend program), 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.
The following courses or their equivalents are required of all degree candidates.

**General Requirements**
- **ECON 4105** (p. 1) Quantitative Mth & Modeling In Econ, Business & Social Sciences 3
- **BUS AD 5000** Economics For Managers 3
- **BUS AD 5100** Managerial Communication 3
- **BUS AD 6990** Strategy Formulation And Implementation 3
- **LOG OM 5300** Statistical Analysis For Management Decisions 3
- **BUS AD 5900** Law, Ethics And Business 3

**Core Requirements**
- **ACCTNG 5400** Financial And Managerial Accounting 3
- **FINANCE 6500** Financial Management 3
- **MGMT 5600** Organizational Behavior And Administrative Processes 3
- **MKTG 5700** Contemporary Marketing Concepts 3
- **INFSYS 5800** Management Information Systems 3
- **LOG OM 5320** Production And Operations Management 3

**Business Capstone (BA 6990)**
- **BUS AD 6990** Strategy Formulation And Implementation 3

This capstone course examines concepts and methods that integrate the functional areas of business. This course should be taken during the semester just prior to graduation. In no case may it be taken sooner than two semesters prior to graduation.

**Previous Education**

Based on a formal review and evaluation by the Graduate Business Programs Office, students may be granted waivers of certain courses from the degree requirements. Waivers depend on the applicability of, and performance in, prior coursework. Regardless of the number of courses waived, all students must complete at least 39 credits to earn the MBA degree.

Candidates must take at least one course at either the core level or from the business breadth requirements list in each of the following six areas: accounting, finance, management, marketing, information systems, and logistics and operations management. Also, no more than 15 credit hours may be taken in any one of the six areas. Students are also required to have completed the equivalent of **ECON 4105** (p. 1), Quantitative Methods and Modeling in Economics, Business, and the Social Sciences, by the end of their first 15 hours in the program.

**Required Courses**

The following courses or their equivalents are required of all degree candidates.

**Advanced Topics and Electives**

MBA candidates must take at least one course in each functional area, if waived in the Business Core section, and a second-level course in three of the six functional areas. If **ACCTNG 5400** is waived, the student must complete **ACCTNG 5401**. Students can take no more than a total of 15 credits in any functional area. The student must take a minimum of nine credits of elective courses. A maximum of six credits of electives may be taken at the undergraduate level. Nine elective credits may be taken outside the College of Business Administration if the student has approval in advance from a graduate adviser for the specific courses desired.

**Business Breadth Requirements - 9 hours**

A student must take a second-level course in three of the following areas:

- **Accounting**: ACCTNG 5401 (p. 1), Financial Reporting and Analysis
- **Finance**: Any approved graduate-level course beyond FINANCE 6500 (p. 1)
- **Management**: Any approved graduate-level course beyond MGMT 5600 (https://nextbulletin.umsl.edu/courseleaf/js/fckeditor/editor/fckeditor.html?InstanceName=attr_businessadministrationtext&Toolbar=PageWizard)
- **Marketing**: Any approved graduate-level course beyond MKTG 5700 (https://nextbulletin.umsl.edu/courseleaf/js/fckeditor/editor/fckeditor.html?InstanceName=attr_businessadministrationtext&Toolbar=PageWizard)
- **Information Systems**: Any approved graduate-level course beyond INFSYS 5800 (https://nextbulletin.umsl.edu/courseleaf/js/fckeditor/editor/fckeditor.html?InstanceName=attr_businessadministrationtext&Toolbar=PageWizard)
- **Logistics and Operations Management**: Any approved graduate-level course beyond LOG OM 5320 (p. 1)

**Electives**

The student must take a minimum of nine hours of elective courses. A maximum of six hours of electives may be taken at the undergraduate level. Graduate students may be required to complete additional work in these courses. Nine elective hours may be taken outside the College of Business Administration if the student has approval in advance from a graduate adviser for the specific courses desired.

**Emphasis Areas**

MBA students may obtain emphasis areas in Accounting, Finance, Information Systems, International Business, Logistics and Supply Chain Management, Management, Marketing or Operations Management. In addition to the requirements articulated above, the requirements for each emphasis area are shown below.

**Emphasis in Accounting**

MBA students seeking an emphasis in Accounting must complete a minimum of 12 hours of accounting electives. Of these electives, six hours must be numbered ACCTNG 5401 (p. 1) or above, and six hours must be numbered ACCTNG 4400 or above. ACCTNG 5400 (p. 1) does not count toward the Emphasis in Accounting. A maximum of 15 hours in any functional area will count toward degree requirements. Only courses that are substantially different from courses taken for credit in a student’s undergraduate program will be acceptable. The total number of elective courses required will depend on the number of hours waived. Students must complete at least 39 credit hours to earn the MBA.
### Emphasis in Finance
MBA students seeking an emphasis in Finance must complete a minimum of 12 hours of Finance electives beyond FINANCE 6500. A maximum of 15 hours in any functional area will count toward the degree requirements. One Finance course may apply toward the business breadth requirement, and the remainder toward the elective requirement. The total number of elective courses required will depend on the number of hours waived. Students must complete at least 39 credit hours to earn the MBA degree.

### Emphasis in Information Systems

**Required Course:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFSYS 5800</td>
<td>Management Information Systems</td>
<td>3</td>
</tr>
</tbody>
</table>

**Select four of the following:**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFSYS 6805</td>
<td>Applications Of Programming For Business Solutions</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6835</td>
<td>IT-Enabled Business</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6836</td>
<td>Telecommunications: Design And Management</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6837</td>
<td>Information Systems Architecture</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6838</td>
<td>Business Processes: Design, Management &amp; Integration</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6840</td>
<td>Information Systems Analysis</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6845</td>
<td>Database Management Systems</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6846</td>
<td>Management Of Global Sourcing</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6847</td>
<td>Financial And Project Management</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6848</td>
<td>Knowledge Management And Business Intelligence</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6850</td>
<td>Information Systems Design</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6881</td>
<td>Management Of Transnational Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6891</td>
<td>Seminar In Management Information Systems</td>
<td>3</td>
</tr>
</tbody>
</table>

**Guided Internship**

A maximum of 1 course outside IS (Courses outside the College of Business must be approved by the IS department chairperson)

### Emphasis in Logistics and Supply Chain Management
MBA students seeking an emphasis in Logistics & Supply Chain Management must complete 9 hours from approved courses in addition to LOG OM 5300 and LOG OM 5320. Up to 3 hours may be transferred from another AACSB-accredited graduate program at the discretion of the chairperson of the LOM Department. A maximum of 15 hours in any functional area will count toward the degree requirements. The total number of elective hours required will depend on the number of hours waived. Students must complete at least 39 credit hours to earn the MBA degree.

### Emphasis in Management
MBA students seeking an Emphasis in Management may choose one of the tracks specified below. Regardless of the track chosen, one must complete a minimum of 12 hours of Management electives beyond MGMT 5600. A maximum of 15 hours in any functional area will count toward the degree requirements. The total number of elective courses required will depend on the number of hours waived. Students must take at least 39 credit hours to earn the MBA degree.

#### General Management Track
Any 4 MGMT courses.

#### Human Resource Management Track

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 5621</td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
</tbody>
</table>

3 courses selected from:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 5622</td>
<td>Union-Management Relations And Collective Bargaining</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5624</td>
<td>Organizational Training</td>
<td>1</td>
</tr>
<tr>
<td>MGMT 5625</td>
<td>Selected Topics In Human Resource Management</td>
<td>3</td>
</tr>
</tbody>
</table>

### Emphasis in International Business
MBA students seeking an emphasis in International Business (IB) must complete a minimum of 12 hours by completing four courses from among the following list:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCTNG 5480</td>
<td>International Accounting</td>
<td>3</td>
</tr>
<tr>
<td>FINANCE 6580</td>
<td>International Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FINANCE 6590</td>
<td>Seminar In Finance</td>
<td>3</td>
</tr>
<tr>
<td>FINANCE 6581</td>
<td>Seminar In International Investments</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6846</td>
<td>Management Of Global Sourcing</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 6881</td>
<td>Management Of Transnational Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>LOG OM 5381</td>
<td>International Logistics And Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>INTL BUS 5289</td>
<td>International Business Strategies</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5695</td>
<td>Seminar In Management</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5780</td>
<td>Seminar In International Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5795</td>
<td>Seminar In Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BUS AD 5299</td>
<td>Individual Research</td>
<td>1-3</td>
</tr>
</tbody>
</table>

In addition to the above list, courses approved by the director of the International Business Institute will count towards the IB concentration. A maximum of 15 hours in any functional area will count toward the degree requirements. The total number of elective courses required will depend on the number of hours waived. Students must complete at least 39 credit hours to earn the MBA degree.
EMPHASIS IN MARKETING
MBA students seeking an emphasis in Marketing must complete a minimum of 12 hours of Marketing electives beyond MKTG 5700 (p. 1), including MKTG 5701 (p. 1). A maximum of 15 hours in any functional area will count toward the degree requirements. The total number of elective courses required will depend on the number of hours waived. Students must complete at least 39 hours credit hours to earn the MBA degree.

EMPHASIS IN OPERATIONS MANAGEMENT
MBA students seeking an emphasis in Operations Management must complete 9 hours from approved courses in addition to LOG OM 5300 (p. 1) and LOG OM 5320 (p. 1). Up to 3 hours may be transferred from another AACSB–accredited graduate program at the discretion of the department chairperson. A maximum of 15 hours in any functional area will count toward the degree requirements. The total number of elective hours required will depend on the number of hours waived. Students must complete at least 39 credit hours to earn the MBA degree.

A student cannot receive an emphasis in both Operations Management and Logistics & Supply Chain Management for the same set of courses. An overlap of up to 3 credit hours out of the 9 hours required is allowed.

PROFESSIONAL MBA PROGRAM
A weekend-based Internet-enhanced version of the MBA program exists as an alternative to the traditional part-time evening program. This program is a 48-credit-hour program for professionals with busy work or travel schedules. Students meet on campus monthly, with the remainder of the interaction between instructor and students taking place online. Students proceed through the program as part of a cohort group and complete the requirements for the degree in two years.

The first 30 hours of the Internet-based program consist of the same core courses required in the evening program (except for the mathematics and economics requirements, which are treated as prerequisites and must be satisfied prior to starting the program). The remaining 18 hours consist of the following courses:

- ACCTNG 5401 Financial Reporting And Analysis (p. 1) 3
- FINANCE 6590 Seminar In Finance (p. 1) 3
- MGMT 5695 Seminar In Management (p. 1) 3
- MKTG 5795 Seminar In Marketing (p. 1) 3
- INFYSYS 6891 Seminar In Management Information Systems (p. 1) 3
- LOG OM 6395 Seminar In Logistics And Operations Management (p. 1) 3

INTERNATIONAL MBA PROGRAM
An International version of the MBA program also exists as an alternative to the evening MBA program. This program is a two-year, full-time program. Students take courses the first year outside the U.S. at a partner university and then take courses the second year on the University of Missouri–St. Louis campus.

INTERNATIONAL MBA PROGRAM DEGREE REQUIREMENTS
In addition to the requirements of the evening MBA program, the International MBA program requires an internship (outside the U.S. for Americans and in the U.S. for all others). The program also requires a proficiency in at least one major commercial language in addition to English as a prerequisite. (Coursework is generally in English). All participants in the International MBA program must meet the same general and core requirements as those in the evening MBA program.

MASTER OF SCIENCE IN INFORMATION SYSTEMS (MS IN IS)
The Master of Science in IS program is designed to provide the technical and managerial knowledge to operate successfully in careers associated with the design, development and management of computer-based information, telecommunications, and Internet applications. The program accommodates students with undergraduate degrees specializing in IS, business, and computer science, as well as students with undergraduate degrees outside business.

MS IN IS PROGRAM DEGREE REQUIREMENTS
The program may require as few as 30 hours for students with undergraduate business degrees from AACSB-accredited institutions. Because of the need to attain general business core competencies as a foundation of the MS in IS requirements, students with no academic business background will be required to take additional hours as outlined below.

GENERAL REQUIREMENTS
All students must meet course requirements in quantitative reasoning, general business and IS. Students must complete a minimum of 30 credit hours beyond the general business core. Of the 30 hours beyond the general business core, at least 24 hours must cover topics beyond INFYSYS 5800 and INFYSYS 6805. Students with a B.S.B.A. with an emphasis in IS or a B.S. in IS from an AACSB-accredited institution may, at the student's discretion, substitute two electives for INFYSYS 5800 and INFYSYS 6805. Waivers may be granted for other courses with appropriate undergraduate course work.

QUANTITATIVE REASONING REQUIREMENT
Students are required to have completed by the end of their first semester in the program the equivalent of ECON 4105, Quantitative Methods and Modeling in Economics, Business and the Social Sciences with a grade of C or better. Students are also required to complete the equivalent of LOG OM 5300 Statistical Analysis for Management Decisions with a grade of C or better. These courses do not count towards the graduate degree, but waivers may be granted with appropriate undergraduate course work.

GENERAL BUSINESS CORE
Students must have a B.S. in IS, or a B.S.B.A. with an emphasis in MIS that requires a managerial communication course, and coursework equivalent to at least five of the following courses:

- BUS AD 5900 Law, Ethics And Business 3
- ACCTNG 5400 Financial And Managerial Accounting 3
FINANCE 6500  Financial Management 3
MGMT 5600  Managing People in Organizations 3
MKTG 5700  Contemporary Marketing Concepts 3
LOG OM 5320  Production And Operations Management 3
BUS AD 6990  Strategy Formulation And Implementation 3

Students who have not met this prerequisite must complete BUS AD 5100 Managerial Communication and course work from at least five of the courses listed above.

Program Requirements

A. Basic IS courses
INFSYS 5800  Management Information Systems 3
INFSYS 6805  Applications Of Programming For Business Solutions 3
INFSYS 6840  Information Systems Analysis 3
INFSYS 6845  Database Management Systems 3
INFSYS 6850  Information Systems Design 3

Select five of the following: 15
INFSYS 6808  Internet Programming For Business 3
INFSYS 6835  IT-Enabled Business 3
INFSYS 6836  Telecommunications: Design And Management 3
INFSYS 6837  Information Systems Architecture 3
INFSYS 6838  Business Processes: Design, Management & Integration 3
INFSYS 6846  Management Of Global Sourcing 3
INFSYS 6847  Project Management 3
INFSYS 6848  Knowledge Management And Business Intelligence 3
INFSYS 6881  Management Of Transnational Information Systems 3
INFSYS 6891  Seminar In Information Systems 3

A maximum of 2 courses outside IS. Courses outside the College of Business must be approved by the IS department chairperson.

Ph.D. in Business Administration

Admissions Requirements

Admission decisions are made on the basis of past academic record, intellectual ability, GMAT or GRE scores, and career commitment. Applications are accepted from students who have baccalaureate or graduate degrees. Past graduate work may be credited toward degree requirements where appropriate. Applicants must submit:

- Official academic transcripts
- Official GMAT or GRE results in fields approved by the College of Business Administration.
- Three letters of recommendation (at least two from individuals with earned doctorates).
- A statement of objectives for the course of study.

Graduate Assistantships

Stipends for research and teaching assistantships (20 hours per week) are awarded on a competitive basis. Educational fees are waived for graduate assistants.

Degree Requirements

The Ph.D. in the College of Business Administration requires a minimum of 69 course credit hours and a minimum of 6 dissertation credit hours beyond the baccalaureate degree. To ensure sufficient background for doctoral-level courses, students must demonstrate appropriate competence in quantitative reasoning, which is evidenced through completion of ECON 4105 and BUS AD 5000 or their equivalent. Students must also demonstrate appropriate competence in managerial communication, which is evident through completion of BUS AD 5100 or equivalent to be determined by the Ph.D. Coordinator.

Course Requirements

The Ph.D. in Business Administration has a common set of requirements in three areas: Business & Research Foundation (Section I), Supporting Field (Section II), and Other Requirements (Section IV). Requirements specific to the area of emphasis are in Section III.

I. Business & Research Foundation Requirement: 27 credit hours (9 courses)

Students are required to take: 1
INFSYS 5800  Management Information Systems 3
LOG OM 5300  Statistical Analysis For Management Decisions 3
BUS AD 5900  Law, Ethics And Business 3
ACCTNG 5400  Financial And Managerial Accounting 3
FINANCE 6500  Financial Management 3
MGMT 5600  Managing People in Organizations 3
MKTG 5700  Contemporary Marketing Concepts 3
LOG OM 5320  Production And Operations Management 3
BUS AD 7300  Statistical Modeling 3

Total Hours 27

1  The first eight courses INFSYS 5800,LOG OM 5300, BUS AD 5900, ACCTNG 5400,FINANCE 6500, MGMT 5600, MKTG 5700, LOG OM 5320 will normally be waived if students had the courses as part of an UMSL MBA, MS in IS, or MAcc degree, or had equivalent graduate course work at an institution approved by the Graduate Business Programs Office and the Ph.D. Coordinator.

II. Supporting Field Requirement (9 credit hours)

Students must take 9 credit hours of graduate-level courses beyond foundation course work in a supporting field approved by the Ph.D. Coordinator. Supporting fields may include courses within or outside the College of Business Administration and are designed in consultation with the Ph.D. Coordinator.

III. Emphasis Area Requirements

Logistics & Supply Chain Management (LSCM) Emphasis

The Logistics & Supply Chain Management emphasis requirement includes 33 credit hours.

Students are required to take the following six courses:
LOG OM 6330  Business Logistics Systems 3
LOG OM 6350  Management Science Methods 3
LOG OM 7381  International Supply Chain Management 3
IV. Other Requirements

- Upon completion of coursework, students are advanced to candidacy by successfully completing a comprehensive examination in their area of emphasis and a supporting field examination in their chosen area. Students admitted to the program with a relevant master's degree should pass the comprehensive examination and the supporting field examination within three years of admission to the Ph.D. program. Students admitted to the program with an undergraduate business degree should pass the comprehensive examination and the supporting field examination within four years of admission to the Ph.D. program. Students admitted to the program with an undergraduate degree outside of business should pass the comprehensive examination and the supporting field examination within five years of admission to the Ph.D. program. In these cases, prior coursework will be evaluated for equivalency to Section I course requirements. Exceptions may be made, contingent on approval by the Ph.D. Coordinator.

- Students will be evaluated annually for satisfactory progress. Students deemed not to be making adequate progress are subject to the policies of the College of Business Administration regarding probation and dismissal from the program.

- Students are required to take a minimum of 6 dissertation credit hours and to defend a dissertation proposal within one year of advancement to candidacy.

- The following requirements are to be completed before or after admission to candidacy:
  - Students are required to present one paper at a regional, national, or international conference.
  - Students are required to submit one paper, approved by his/her dissertation advisor, to a refereed journal.
  - At least two semesters of supervised teaching in the College of Business Administration are required of all doctoral students.
  - Students are required to demonstrate competency in teaching during the first year in which they teach in the College of Business Administration. This requirement may be met by successfully completing one or more courses.
  - The degree is awarded upon successful completion and defense of the Ph.D. dissertation and satisfaction of all Graduate School requirements. The dissertation must be defended within three years of approval of a Ph.D. dissertation proposal.

Graduate Certificate Programs in Business Studies

The College of Business Administration offers five 18-hour 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.

Graduate Certificate Program in Business Administration

This is an 18-hour program designed to accommodate individuals with an undergraduate/graduate degree in a non-business field seeking core business knowledge. The program emphasizes coursework designed to cover the major disciplines within the field of business. Upon completion, the student will have knowledge of common business theories, practices, and procedures.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: http://umsl.edu/gpo/BoD.

To earn the certificate, students must complete six courses as prescribed below. All course prerequisites and all course waivers are applicable. Substitute courses may be approved by the appropriate department chairperson and the director of Graduate Studies in Business. In all cases, 18 hours are needed to complete the graduate certificate.

Program Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCTNG 5400</td>
<td>Financial And Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5600</td>
<td>Managing People in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5700</td>
<td>Contemporary Marketing Concepts</td>
<td>3</td>
</tr>
<tr>
<td>INFSYS 5800</td>
<td>Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>FINANCE 6500</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>LOG OM 5320</td>
<td>Production And Operations Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Elective Course

Select one of the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS AD 5100</td>
<td>Managerial Communication</td>
</tr>
<tr>
<td>BUS AD 5900</td>
<td>Law, Ethics And Business</td>
</tr>
<tr>
<td>FINANCE 6500</td>
<td>Financial Management ^1</td>
</tr>
</tbody>
</table>
Graduate Certificate in Digital and Social Media Marketing

The Graduate Certificate in Digital and Social Media Marketing is an 18-hour program designed to provide a focused, intensive study of the applications of digital and social media marketing management within organizations. This program serves marketing managers wanting to understand a true integrated marketing approach to sales, brand management, promotion, and consumer behavior.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: http://www.umsl.edu/divisions/graduate/Graduate%20Programs/gedt-002519-52.1499.htm

To obtain the certificate, students must complete the following 4 “foundation” marketing courses, the “research and analytics” course and the “special seminar” course for a total of 18 credits:

Marketing Foundation Courses:
- MKTG 5700 Contemporary Marketing Concepts 3
- MKTG 5721 Digital Marketing Strategies and Measurement
- MKTG 5722 Social Media Marketing Strategy
- MKTG 5730 Clinical Study in Digital and Social Media Marketing 3

Research and Analytics Course:
- MKTG 5710 Consumer Motivation And Behavior 3

Seminar Course:
- MKTG 5731 Special Seminars in Digital and Social Media Marketing 3

Total Hours 18

Graduate Certificate in Business Intelligence

The Business Intelligence certificate blends analytics and information systems in a unique program. Students will gain exposure to the systems as well as analytics component of Business Intelligence, but will specialize in one of five concentration through their choice of electives.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: http://www.umsl.edu/go/BoA.

This program consists of a six-course sequence, comprising four required courses and two elective courses. Elective courses may be taken in any of five sub-tracks: Business Intelligence Infrastructure, Digital Strategies, Predictive Analytics, Prescriptive Analytics, or Advanced Computation. Students are responsible for any prerequisites to these classes. The list of courses is as follows:

Required Courses (12 hours)
- INFSYS 6833 Decision Support Systems for Business Intelligence 3
- INFSYS 6849 Data Warehouse Design and Implementation 3
- or INFSYS 6860 Data Integration
- INFSYS 6851 Practicum in Business Intelligence 3

Total Hours 12

Graduate Certificate in Human Resources Management

The Graduate Certificate in Human Resources Management is an 18-hour course of study designed to focus on the multidimensional aspects of personnel operations within business organizations. The course of study emphasizes both formal and informal aspects of human resources management.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: http://www.umsl.edu/divisions/graduate/Graduate%20Programs/gedt-002519-52.1499.htm
other important information, please visit our Gainful Employment Disclosure website: http://umsl.edu/go/BpJ.

Requirements

Students must complete the following six courses or appropriate substitutes if course waivers are appropriate:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT 5600</td>
<td>Managing People in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5621</td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5622</td>
<td>Union-Management Relations And Collective Bargaining</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5623</td>
<td>Compensation and Benefits</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 5625</td>
<td>Selected Topics In Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>LOG OM 5300</td>
<td>Statistical Analysis For Management Decisions</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Hours 18

MGMT 5600, MGMT 5621 and LOG OM 5300 may be waived with equivalent undergraduate courses. If a student is able to waive any or all of these three courses, substitute courses (approved by both the chairperson of the Management and the director of Graduate Studies in Business) will be provided. Substitute courses may include MGMT 5611, Advanced Organizational Behavior and Administrative Processes, or a course from outside the College of Business Administration. In all cases, 18 hours are needed to complete the Graduate Certificate in Human Resources Management.

1 This course will not be offered in 2015-2016. Please contact the department for more information.

Graduate Certificate in Logistics and Supply Chain Management

The Graduate Certificate in Logistics and Supply Chain Management is an 18-hour program designed to provide a focused, intensive study of important issues within logistics and, more broadly, in supply chain management. Three required courses provide thorough background in operations, logistics and supply chain management. Three elective courses allow specialization in areas such as logistics and supply chain software, international logistics, operations research, e-commerce, and quality.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: http://umsl.edu/go/BpJ.

Students must complete the following six courses or approved substitutes if course waivers are appropriate:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOG OM 5320</td>
<td>Production And Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>LOG OM 6330</td>
<td>Business Logistics Systems</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5770</td>
<td>Supply Chain Management Strategy</td>
<td>3</td>
</tr>
</tbody>
</table>

Nine additional hours (generally 3 courses) from: 1

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOG OM 5301</td>
<td>Introduction To Geographic Information Systems</td>
</tr>
<tr>
<td>LOG OM 5312</td>
<td>Advanced Statistical Methods For Management Decisions</td>
</tr>
<tr>
<td>LOG OM 5322</td>
<td>Lean Production</td>
</tr>
<tr>
<td>LOG OM 5324</td>
<td>Service Operations Management</td>
</tr>
</tbody>
</table>

Total Hours 18

1 At least 3 of the 9 elective hours for the certificate shall be from among the following courses: LOG OM 5301, LOG OM 5312, LOG OM 5322, LOG OM 5324, LOG OM 5326, LOG OM 5328, LOG OM 5330, LOG OM 5354, LOG OM 5358, LOG OM 5399, LOG OM 6331, LOG OM 6332, LOG OM 6350, LOG OM 6354, LOG OM 6360, LOG OM 6395.

Substitute courses must be approved by the chairperson of the LOM Department and the director of Graduate Studies in Business. In all cases, 18 hours are needed to complete the Graduate Certificate in Logistics and Supply Chain Management.

Graduate Certificate in Marketing Management

The Graduate Certificate in Marketing Management is an 18-hour program designed to provide a focused intensive study of the marketing management activity within organizations. This program is designed to serve a broad group of marketing managers, including those with an interest in sales, brand management, promotion, and consumer behavior.

For more information about our graduation rates, the median debt of students who completed this graduate certificate program, and other important information, please visit our Gainful Employment Disclosure website: http://umsl.edu/go/BpQ.

Requirements

Students must complete the following six courses or appropriate substitutes if course waivers are appropriate:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 5700</td>
<td>Contemporary Marketing Concepts</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5710</td>
<td>Consumer Motivation And Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5740</td>
<td>Marketing And Business Research</td>
<td>3</td>
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</tbody>
</table>

Marketing Management:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 5701</td>
<td>Marketing Planning And Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 5720</td>
<td>Marketing Communications</td>
<td>3</td>
</tr>
</tbody>
</table>
All course prerequisites and all course waivers are applicable. The Marketing department chairperson and the director of Graduate Studies in Business must approve substitute courses. In all cases, 18 hours (including at least 12 hours in Marketing) are needed to complete the certificate.

**Accounting Courses**

**ACCTNG 2400 Fundamentals Of Financial Accounting: 3 semester hours**
Prerequisites: MATH 1030 and completion of 27 credit hours. MATH 1030 may be taken concurrently. This is a one semester course in financial accounting theory and practice. The primary emphasis is on the corporate financial statements of income, financial position and cash flow-their content and interpretation; and the impact of financial transactions upon them.

**ACCTNG 2410 Managerial Accounting: 3 semester hours**
Prerequisites: MATH 1030 and ACCTNG 2400. This is an advanced course that goes beyond the scope of a second-semester course in fundamentals of accounting. The development, interpretation, and use of relevant cost behavior, control, and traceability concepts for management planning, controlling and decision making are emphasized. Topics include: an introduction to product costing, the contribution concept, direct costing, performance standards and variance analysis, responsibility accounting, segment profitability, alternative choice decisions, and capital budgeting.

**ACCTNG 3401 Financial Accounting And Reporting I: 3 semester hours**
Prerequisites: A minimum 2.0 campus GPA, MATH 1030, ACCTNG 2410, and 57 credit hours Review of the foundations of financial accounting theory and of the financial statement preparation process. Accounting theory and practice related to current assets (except for investments in securities). The course includes an emphasis on unstructured case problem solving skills, communication skills, and interpersonal skills.

**ACCTNG 3402 Financial Accounting And Reporting II: 3 semester hours**
Prerequisites: MATH 1030 and ACCTNG 3401; also a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. Accounting theory and practice related to topics such as investments in securities, operational assets, current and long-term liabilities, and leases. The course includes an emphasis on unstructured case problem solving skills, communication skills, and interpersonal skills.

**ACCTNG 3411 Cost Accounting: 3 semester hours**
Prerequisites: MATH 1030 and ACCTNG 3401; also a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. The study of the basic principles of cost determination for, and control of, manufacturing and distribution activities. Topics include job-order costing, process costing, cost allocations, and the development and use of standard costs within a system of absorption costing.

**ACCTNG 3421 Accounting Information Systems: 3 semester hours**
Prerequisites: Minimum campus GPA of 2.0. In addition, MATH 1030, INFSYS 1800, ACCTNG 2410, and ACCTNG 3401. Examines the fundamentals of accounting information systems, including hardware and software considerations, internal controls, and transaction processing cycles. Also focuses upon the development of efficient spreadsheets as applied to financial and managerial accounting concepts.

**ACCTNG 3441 Income Taxes: 3 semester hours**
Prerequisites: MATH 1030 and ACCTNG 3401; also a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. Fundamentals of Federal income taxation. Topics include taxable entities, income, deductions, tax accounting methods, tax basis, and property transactions at both the conceptual and operational levels.

**ACCTNG 3451 Accounting For Governmental And Not-For-Profit Entities: 3 semester hours**
Prerequisites: A minimum campus GPA of 2.0; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL; also MATH 1030 and ACCTNG 3402. Principles of fund accounting and financial reporting for governmental and nonprofit entities. This course includes an emphasis on unstructured case problem solving skills, communication skills, and interpersonal skills.

**ACCTNG 3460 Accounting Career Strategies: 3 semester hours**
Prerequisites: ACCTNG 3401; minimum campus GPA of 2.0 and a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. This is a course in career and professional development. The primary emphasis is developing and executing a career strategy, enhancing business and client communication skills, and preparing for the transition to the accounting profession.

**ACCTNG 3490 Internship In Accounting: 1-3 semester hours**
Prerequisites: ACCTNG 3401, minimum campus GPA of 2.0, a minimum GPA of 2.7 in all accounting courses at the 3000-level and above taken at UM-St. Louis, consent of supervising instructor and accounting internship coordinator. Students are employed in the field of Accounting where they apply the knowledge and skills learned in the classroom. Professional development and obtaining specialized work experience are primary goals. An accounting faculty member will monitor the student’s program with the student providing a formal written report at the end of the project.

**ACCTNG 3495 Special Administration Problems - Accounting (VITA) Program: 1-3 semester hours**
Prerequisites: ACCTNG 2400, ACCTNG 2410 and ACCTNG 3401; minimum campus GPA of 2.0, minimum GPA of 2.2 in all accounting courses at the 2000-level and above taken at UMSL; completion of nine semester hours of accounting. Enrollment in the course is restricted to Volunteer Income Tax Assistance (VITA) program student participants. The class offers practical tax experience, networking opportunities, potential managerial experience, and personal satisfaction derived from community service. It is taken on a satisfactory/unsatisfactory basis. The course offers one to three hours of undergraduate business elective credit and may be repeated for up to 3 hours credit.

**ACCTNG 3498 Seminar in Accounting: 1-3 semester hours**
Prerequisite: To be determined each time the course is offered and to include a minimum campus GPA of 2.0 and a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. This course is a selected special topic in the field of accounting. May be repeated for credit with different topics.

**ACCTNG 3499 Independent Study In Accounting: 1-3 semester hours**
Prerequisites: Minimum campus GPA of 2.0, a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL and approval by the supervising professor and the department chair. Special individual study in accounting under the supervision of a full-time accounting faculty member.
ACCTNG 4401 Financial Accounting And Reporting III: 3 semester hours
Prerequisites: MATH 1030; ACCTNG 3402; a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. Accounting theory and practice related to topics such as income taxes, pensions, owners' equity, earnings per share, and the statement of cash flows. The course includes an emphasis on unstructured case problem solving skills, communication skills, and interpersonal skills.

ACCTNG 4402 Financial Accounting And Reporting IV: 3 semester hours
Prerequisites: MATH 1030; ACCTNG 3402; a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. Accounting theory and practice related to topics such as business combinations, consolidated financial statements, multinational operations, foreign exchange transactions, and governmental and nonprofit organizations. The course includes an emphasis on unstructured problem solving skills, communication skills, and interpersonal skills.

ACCTNG 4405 Professional Accounting Research: 3 semester hours
Prerequisites: ACCTNG 4401; also a minimum campus GPA of 2.0 and minimum GPA of 2.2 in all accounting courses at the 3000-level and above taken at UM-St. Louis. Discussion of the research tools and methods available to resolve questions concerning accounting standards and practices. Critical analysis of topics of current interest and importance in accounting practice is the focal point of the course.

ACCTNG 4435 Auditing: 3 semester hours
Prerequisites: MATH 1105; ACCTNG 3402; ACCTNG 3421 or INFSYS 3810; also a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. An introduction to auditing practice. Includes the social role of auditing and the services offered by auditors in internal, governmental, and public accounting practice. Emphasis is on the financial auditing process, including professional ethics, audit risk assessment, study and evaluation of internal control, gathering and evaluating audit evidence, and audit reporting decisions.

ACCTNG 4441 Advanced Federal Income Tax: Business Taxation: 3 semester hours
Prerequisites: ACCTNG 3441 with a grade of B- or above; a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UM-St. Louis. Focuses on federal income taxation of corporations, S corporations, partnerships, LLCs and their owners.

ACCTNG 5400 Financial And Managerial Accounting: 3 semester hours
This course provides an introduction to accounting, with emphasis on preparation of financial statements for external parties (financial accounting) and accumulation of cost information to aid in internal planning and control (managerial accounting). Topics covered include measurement of assets and liabilities, revenues and expenses, the accounting cycle, financial statements, cost terminology, cost behavior, product costing, and relevant costs for decision making. This course provides the necessary background for ACCTNG 5401.

ACCTNG 5401 Financial Reporting And Analysis: 3 semester hours
Prerequisites: ACCTNG 5400 or the equivalent. This course builds on the foundations covered in ACCTNG 5400, emphasizing in-depth analysis of published financial statements. The course begins with discussion of the role of financial accounting information in capital markets and contracting, and continues with examination of a number of specific accounting issues. Students are encouraged to look beyond the numbers to better understand the economics of the underlying transactions, and properly interpret what the reported numbers mean about a firm's future prospects.

ACCTNG 5402 Professional Accounting Research: 3 semester hours
Prerequisites: ACCTNG 4401; a minimum campus GPA of 2.0; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. Discussion of the research tools and methods available to resolve questions concerning accounting standards and practices. Critical analysis of topics of current interest and importance in accounting practice.

ACCTNG 5403 Graduate Topics in Financial Accounting: 3 semester hours
Prerequisites: ACCTNG 4401; a minimum campus GPA of 2.0; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. A study of current financial reporting issues. Analysis of current problems and approaches pertaining to the communication of corporate financial information to the U.S. and international investment communities.

ACCTNG 5404 Professional Accountancy I: 3 semester hours
Prerequisites: MATH 1030; ACCTNG 2410; a minimum 2.0 campus GPA; graduate standing. This is the first professional-level course in financial reporting. The course includes a study of the conceptual framework underlying Generally Accepted Accounting Principles (GAAP) and issues pertaining to accounting for current assets and liabilities.

ACCTNG 5405 Professional Accountancy II: 3 semester hours
Prerequisites: MATH 1030; ACCTNG 3401; a minimum campus GPA of 2.0; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL; graduate standing. This is the second professional-level course in financial reporting. The course includes an in-depth study of issues pertaining to accounting for operational assets, liabilities and owners equity.

ACCTNG 5406 Research and Professional Writing in Accounting: 3 semester hours
Prerequisites: Completion of ACCTNG 4401 and enrollment in Master of Accounting Program. This course employs the professional accounting literature and authoritative databases to analyze contemporary issues in accounting. Students will refine their communication skills in preparation for leadership roles in the accounting profession.

ACCTNG 5408 Fraud Examination: 3 semester hours
Prerequisites: ACCTNG 3402 or ACCTNG 5405; a minimum campus GPA of 2.0; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. This course is designed for graduate students who are interested in fraud and its effects. Students will be introduced to theoretical concepts of fraud and practical responses to it. Course coverage includes an overview of the fraud problem; prevention and detection of fraud; elements of fraud investigation, interview techniques, fraud types, and laws governing the prosecution of fraud cases.
ACCTNG 5411 Cost Systems Analysis: 3 semester hours
Prerequisites: MATH 1030; ACCTNG 3401; a minimum campus GPA of 2.0; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL; graduate standing. The development, interpretation, and use of accounting reports and supplementary information for management planning, control and decision making. Emphasizes the application of relevant cost behavior, control and traceability concepts in the preparation of internal accounting reports, with a secondary emphasis upon product costing techniques as appropriate to financial accounting needs. Topics include break-even analysis, operational budgeting, direct costing, absorption costing, standard costs and variance analysis, business segment analysis, responsibility accounting distribution cost accounting, and gross profit analysis.

ACCTNG 5412 Graduate Topics in Management Accounting: Controllership: 3 semester hours
Prerequisite: ACCTNG 3411 or ACCTNG 5411; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. A study of advanced managerial accounting techniques useful in facilitating the planning and control process in the modern organization. Emphasis on the implementation and administration of these techniques, their integration with management information systems, and the organizational role of the corporate accountant.

ACCTNG 5421 Information Systems in Accounting: 3 semester hours
Prerequisites: MATH 1030; INF SYS 1800; ACCTNG 2410; ACCTNG 3401; a minimum campus GPA of 2.0; graduate standing. This is a professional-level course in accounting information systems. The course includes examination of transaction cycles, structured analysis and design of accounting information systems, and internal controls.

ACCTNG 5435 Graduate Topics in Auditing: 3 semester hours
Prerequisite: ACCTNG 4435; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. A study of advanced auditing and attestation issues, with an emphasis on operational auditing. Topics include professional ethics, risk analysis, internal control, fraud detection, analytical procedures, determining and assessing operational objectives, and reporting and implementing audit findings.

ACCTNG 5436 Systems Auditing: 3 semester hours
Prerequisite: ACCTNG 5400, INF SYS 6800 or consent of instructor. Study of techniques involved in the control and audit of computer-based systems. Emphasis on the review of internal controls at operational and administrative levels and on computer-assisted audit techniques.

ACCTNG 5441 Tax Research: 3 semester hours
Prerequisite: ACCTNG 3441; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL; consent of instructor. Application of the research tools and methods available to resolve questions pertaining to the tax laws. Addresses techniques for locating and evaluating relevant authority. Students will be expected to complete written tax research memos. A basic understanding of federal income tax law is presumed.

ACCTNG 5446 Advanced Topics in Taxation: 3 semester hours
Prerequisites: ACCTNG 3441. Address advanced topics in taxation selected by the instructor.

ACCTNG 5447 Taxation of Individuals and Businesses: 3 semester hours
Prerequisites: MATH 1030; ACCTNG 3401 or both ACCTNG 5400 and FINANCE 6590 with the topic “Practice of Personal Financial Planning” with grades of B or better in both; graduate standing. This is the first professional-level course in taxation. The course includes a general introduction to the concepts of taxation. It will enable students to understand the role of taxes in evaluating decisions typically confronted by individual taxpayers and businesses.

ACCTNG 5451 Accounting and Auditing in Governmental and Not-for-Profit Entities: 3 semester hours
Prerequisite: ACCTNG 3402 and graduate standing; a minimum campus GPA of 2.0 and minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. A study of accounting for use in the public sector and in not-for-profit organizations. Principles of fund accounting and financial reporting for governmental and not-for-profit entities, as well as auditing in the public sector.

ACCTNG 5490 Graduate Internship in Accounting: 1-3 semester hours
Prerequisites: ACCTNG 3401 or ACCTNG 5404; a minimum graduate GPA of 3.0; a minimum GPA of 3.0 in all accounting courses at the 3000-level and above taken at UMSL; consent of supervising instructor and accounting internship coordinator. The student works in an accounting internship that contains sufficient content and rigor to merit graduate credit. The student’s program will be monitored by a member of the Graduate Faculty in Accounting. The course requires several meetings with the faculty advisor and a graduate-level written assignment. The course will be graded on a Satisfactory/Unsatisfactory basis. A student who has previously taken ACCTNG 3490 may not take ACCTNG 5490.

ACCTNG 5491 Contemporary Issues in Accountancy: 3 semester hours
Prerequisites: ACCTNG 5405 or ACCTNG 3402. This course includes an analysis of contemporary developments in the practice of accountancy or theories underlying it. This course may address topics in accountancy in any area of specialization (financial, cost/managerial, tax, auditing, governmental/NFP) or may examine topics that affect the profession as a whole. Topics will vary. May be repeated for credit when topics are different.

ACCTNG 5498 Graduate Seminar in Accounting: 3 semester hours
Prerequisites: To be determined each time the course is offered and to include a minimum 2.0 overall GPA and a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. Study of selected special problems in accounting. May be repeated for credit with different topics.

ACCTNG 5499 Individual Research in Accounting: 1-3 semester hours
Prerequisites: Consent of instructor, department chair and graduate director; a minimum 3.0 graduate GPA; a minimum GPA of 3.0 in all accounting courses at the 3000-level and above taken at UMSL. Study of selected special problems in accounting. May be repeated for credit with different topics.

ACCTNG 6441 Graduate Topics in Taxation: 3 semester hours
Prerequisite: At least a B in ACCTNG 3441 or ACCTNG 5447; a minimum GPA of 2.3 in all accounting courses at the 3000-level and above taken at UMSL. Addresses tax policy topics drawing on literature from accounting, economics, and public finance. Other topics of current interest will be selected by the instructor.
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 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 3999 Independent Study In Legal Studies: 1-3 semester hours
Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Area Coordinator. Special individual study in legal studies under the supervision of a full-time legal studies faculty member.

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 5000 Economics For Managers: 3 semester hours
Prerequisites: none The first portion of this course introduces microeconomic analysis of consumers, firms, and government. 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 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, LOG OM 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 7001 Doctoral Research: 1-12 semester hours
Prerequisites: Must have Ph.D. 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 7021 Qualitative Methods And Philosophical Foundations Of BA Research: 3 semester hours
Prerequisites: Admission into the Ph.D. Program. This course investigates the ontology and epistemology of business administration research, particularly as they pertain to qualitative research methods, such as case studies, action research, and ethnmethodology.

BUS AD 7300 Statistical Modeling: 3 semester hours
Prerequisites: LOG OM 5300; Admission into the Ph.D. Program. 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.

Finance Courses

FINANCE 1590 Personal Finance For Nonbusiness Majors: 3 semester hours
For future professionals who want to learn more about personal finance and how to better manage their resources. The topics include purchasing/leasing cars, home acquisitions, investing in stocks and bonds, mutual funds, retirement planning and health and life insurance. Special emphasis will be on the nontechnical aspects of these issues. Cannot be used for credit in BSBA program.

FINANCE 3500 Financial Management: 3 semester hours
Prerequisites: ECON 1002, MATH 1105, and ACCTNG 2400 and a 2.0 overall GPA. The study of a firm’s need for funds; the institutions, instruments and markets concerned with raising funds; and the techniques of analysis used to determine how effectively these funds, once raised, are invested within the firm.

FINANCE 3501 Financial Policies: 3 semester hours
Prerequisite: FINANCE 3500 and a 2.0 overall GPA. The intensification and application of the concepts developed in FINANCE 3500. Special emphasis is given to the development of top management policies and their application toward complex problems of finance. Techniques for identifying and dealing with these problems before they become acute will be investigated. Cases will be integrated with appropriate outside reading.

FINANCE 3502 Treasury Management: 3 semester hours
Prerequisites: FINANCE 3500 and a 2.0 campus GPA. The focus of this course is on the role cash management plays in corporate finance. Topics include cash collection and payment systems, forecasting cash flows, electronic fund transfers, check processing, international cash management and managing bank relationships. Students passing the course with a grade of A or B are permitted to take the qualifying exam to become a Certified Cash Manager (CCM) under a special arrangement with the Treasury Management Association. Along with other finance courses, this class prepares students for careers in the Treasury Departments of major companies or with service providers like banks.

FINANCE 3503 Computer Applications In Finance: 3 semester hours
Prerequisite: INFYSYS 1800, FINANCE 3500, one 3000-level finance course and a 2.0 overall GPA. Financial problem solving and applications on the micro-computer. A project oriented course with an emphasis on micro based finance projects: Present value/IRR analysis, duration, immunization, portfolio optimization, leasing, capital budgeting, financial forecasting, options and futures.

FINANCE 3520 Investments: 3 semester hours
Prerequisite: FINANCE 3500 and a 2.0 overall GPA. Financial analysis of debt and equity instruments available on organized exchanges and in less tangible “over the counter” markets. Techniques of such analysis being presented in context with economic and management circumstances within the company, industry and economy.

FINANCE 3521 Financial Engineering: Applying Derivatives: 3 semester hours
Prerequisites: FINANCE 3500. Students engage in a comprehensive investigation of advanced risk management techniques. Futures, forwards, options and synthetic securities are explored to determine their effectiveness in generating the desired risk exposure. A comprehensive study of speculative market conditions and characteristics are assessed in conjunction with a variety of financial innovations. Valuation techniques and hedging theories are combined with mathematical models to determine their effectiveness in practical situations. Special topics are introduced as market conditions dictate. It is recommended that students take Investments (FINANCE 3520) prior to enrolling in FINANCE 3521.

FINANCE 3523 Fixed Income Analysis: 3 semester hours
Prerequisites: FINANCE 3500. This course explores key issues in fixed income securities. The topics include pricing of bonds, measuring bond yields, bond price volatility, factors affecting yields and the term structure of interest rates, treasury securities, corporate debt instruments, residential mortgage loans, collateralized mortgage/debt obligation, and analysis of bonds with embedded options. The course prepares students for the CFA exams of Level 1 in the area of fixed income analysis.

FINANCE 3525 Practicum In Investments: 1 semester hour
Prerequisites: FINANCE 3500 and a 2.0 campus GPA. Students will apply their knowledge of stocks and bonds by managing a real dollar portfolio of securities. This course requires that students perform technical and fundamental analysis, prepare research reports, present proposals and participate in group investment decisions. The University’s Student Investment Trust provides the money for students to invest. Course may be repeated for credit up to a maximum of 3 credit hours.
FINANCE 3540 Introduction to Financial Institutions and Financial Markets: 3 semester hours
Prerequisite: FINANCE 3500 and a 2.0 overall GPA. The course surveys financial institutions and financial markets and addresses the interplay between institutions and markets. State and federal regulation of institutions and markets is explored. A portion of the course addresses current events, managerial policy issues, and regulatory issues in financial services and markets. Focus is primarily U.S. institutions and markets, but the evolving impact of globalization and importance of the Foreign Exchange Market on U.S. financial institutions are developed.

FINANCE 3541 Commercial Bank Management: 3 semester hours
Prerequisites: ECON 1002, FINANCE 3500 and a 2.0 overall GPA. Corporate finance and microeconomics are applied to matters of importance to commercial bankers. Among the subjects treated are bank-asset portfolio construction, lending policies, liabilities management, bank capital structure, short-run cash management, financial market rates and flows, and quantitative models for bank management. Commercial bank management is analyzed from an internal viewpoint in terms of what bank managers should look for in asset management and why; what market conditions they should be aware of; and what techniques they can use to meet changing economic and financial conditions.

FINANCE 3542 Principles Of Real Estate: 3 semester hours
Prerequisites: FINANCE 3500 and a 2.0 campus GPA. As an introduction to the real estate industry, the course broadly explores all phases of acquisition, development and disposal of real property. Topics include legal requirements of contracts, property rights, valuation and appraisal techniques, marketing, brokerage operations and practices, mortgage financing, leasing and property management.

FINANCE 3560 Practice Of Personal Financial Planning: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0; FINANCE 3500 or consent of instructor and Area Coordinator. Professional financial planning requires broad knowledge of investments, insurance, income taxation, retirement planning, and estate planning, as well as certification requirements and legal/ethical issues. This course introduces students to the field of financial planning, and provides an integrated overview of the topics listed above. Students interested in the Financial Planning track are encouraged to complete this course prior to taking other courses in the track.

FINANCE 3561 Principles Of Insurance: 3 semester hours
Prerequisites: FINANCE 3500 and a 2.0 campus GPA. This is a survey course intended to introduce students to the basic concepts of insurance. Topics include the nature of risks, types of insurance carriers and markets, insurance contracts and policies, property and casualty coverages, life and health insurance, and government regulations. The functions of underwriting, setting premiums, risk analysis, loss prevention, and financial administration of carriers are emphasized.

FINANCE 3562 Life Insurance And Employee Benefits: 3 semester hours
Prerequisites: FINANCE 3500 or equivalent and a minimum campus GPA of 2.0. This course explores the life insurance business from the perspective of both the consumer and provider. Coverage will include an analysis of the various types of life insurance products, aspects of life insurance evaluation, reinsurance, underwriting, and uses of life insurance in financial planning. Also included is an examination of the tax, legal, and ethical requirements.

FINANCE 3563 Retirement Planning And Employee Benefits: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0; FINANCE 3500 or consent of instructor and Area Coordinator. The course is designed to give students an understanding of the retirement planning process. Students will gain an appreciation of the usefulness (and shortcomings) of employee benefits and develop an ability to counsel others on important retirement and employee benefit decisions. Corporate pension and profit sharing plans, self-employed Keough plans, IRA's, annuities, health insurance, and social security will be discussed.

FINANCE 3564 Estate Planning And Trusts: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0; FINANCE 3500 or consent of instructor and Area Coordinator. This course will focus on the responsibility of a financial planner in the formulation and implementation of an estate plan. Topics include wills, lifetime transfers, trusts, gifts, estate reduction techniques, tax implications in estate planning, business and inter-family transfers, dealing with incompetency, postmortem techniques, and the role of fiduciaries. Lectures, cases, and guest speakers will be used to stimulate analysis and discussion.

FINANCE 3565 Seminar In Financial Planning: 3 semester hours
Prerequisites: ACCTNG 3441, FINANCE 3520, FINANCE 3560, FINANCE 3561, FINANCE 3563, and FINANCE 3564; a minimum campus GPA of 2.0; or permission of instructor. This course serves as the capstone in the Financial Planning curriculum. Students will prepare and present comprehensive, professional-level personal financial plans. This course is required by the Certified Financial Planner Board of Standards for those who wish to sit for the Certified Financial Planner examination.

FINANCE 3580 International Corporate Finance: 3 semester hours
Same as INTL BUS 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.

FINANCE 3582 International Investments: 3 semester hours
Same as INTL BUS 3582. Prerequisites: FINANCE 3500. 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.

FINANCE 3590 Internship In Finance: 1-3 semester hours
Prerequisite: a minimum campus GPA of 2.0; one must have completed and/or be currently enrolled in at least 6 credit hours of finance electives and have consent of supervising instructor and Area Coordinator. A Business College GPA of at least 2.5 is also required. Students are employed in the field of finance where they apply the knowledge and skills learned in the classroom. Professional development and obtaining specialized work experience in a Track area are the primary goals. The student's program will be monitored by a finance faculty member with the student providing a formal written report at the end of the project. FINANCE 3590 may not be counted toward the minimum 15 credit hours of finance electives for a finance emphasis.
FINANCE 3595 Special Administration Problems - Finance: 1-10 semester hours
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. Study of selected special problems in business and administration. May be repeated for credit with different topics.

FINANCE 3598 Seminar in Finance: 1-3 semester hours
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. This course is a selected special topic in the field of finance. May be repeated for credit with different topics.

FINANCE 3599 Independent Study in Finance: 1-3 semester hours
Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Area Coordinator. Special individual study in finance under the supervision of a full-time finance faculty member.

FINANCE 5599 Individual Research in Finance: 1-3 semester hours
Prerequisites: Consent of instructor and graduate director. Special individual research topics in Finance under the guidance of a specific professor.

FINANCE 6500 Financial Management: 3 semester hours
Prerequisites: ACCTNG 5400 or ACCTNG 2400, LOG OM 5300 or LOG OM 3300, and BUS AD 5000 or ECON 1001 and ECON 1002. This course provides an in-depth analysis of corporate finance including asset pricing, risk and return, short- and long-term investment decisions, capital structure choices, dividend policy, derivatives, mergers and acquisitions, and a host of other current topics. The material is taught through lectures and problem solving.

FINANCE 6501 Advanced Financial Management: 3 semester hours
Prerequisite: FINANCE 6500 and LOG OM 5300. Exposure to recent financial management theory through selected readings. Financial management problems are considered by the use of cases and simulation models. An original research project under the supervision of instructor is required.

FINANCE 6520 Security Analysis: 3 semester hours
Prerequisite: FINANCE 6500 and LOG OM 5300. An in-depth study of techniques used in evaluating various financial assets as investment opportunities. Financial assets studied include common stock, preferred stock, and fixed income securities. Other related topics such as sources of investment information and current market trends are discussed.

FINANCE 6521 Financial Forensics: The Science of Derivatives: 3 semester hours
Prerequisites: FINANCE 6500. Students engage in a comprehensive investigation of advanced risk management techniques. Futures, forwards, options and synthetic securities are explored to determine their effectiveness in generating the desired risk exposure. A comprehensive study of speculative market conditions and characteristics are assessed in conjunction with a variety of financial innovations. Valuation techniques and hedging theories are combined with mathematical models to determine their effectiveness in practical situations. Special topics are introduced as market conditions dictate. It is recommended that students take Investments (FINANCE 6520) prior to enrolling in FINANCE 6521.

FINANCE 6540 Financial Institutions and Financial Markets: 3 semester hours
Prerequisite: Graduate Status and FINANCE 6500. By lecture and casework, the course surveys markets (Money Market, Capital Markets, Foreign Exchange) and various forms of financial institutions. Historical and evolving business models of financial institutions are explored in the context of regulation, economics, and competition. Interplay between institutions and markets is addressed. Structure and purpose of regulation is examined. A portion of the course involves current events and managerial policy issues in financial services. A major U.S. financial institution is selected and case analyzed by the class. Focus is U.S. institutions and markets, but impact of globalization is discussed.

FINANCE 6541 Commercial Bank Management: 3 semester hours
Prerequisite: FINANCE 6500. This course explores the various bank management techniques required to manage a modern commercial bank in a rapidly changing environment. Topics include asset and liability management, capital adequacy, bank holding companies, profitability, and bank market structure and regulation.

FINANCE 6542 Real Estate: 3 semester hours
Prerequisite: FINANCE 6500 This course provides a broad introduction to real estate with a focus on legal issues, market analysis, valuation, financing, leasing and investment decisions. Classes are conducted in a in a standard lecture format with dicussion on current topics. No prior knowledge of the industry is required.

FINANCE 6580 International Financial Management: 3 semester hours
Same as INTL BUS 6581. 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.

FINANCE 6581 Seminar In International Investments: 3 semester hours
Same as INTL BUS 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.

FINANCE 6582 International Bank Management: 3 semester hours
Prerequisites: FINANCE 6500. The objective of this course is to introduce students to many challenging issues in international bank management. This is a specialized finance course dealing explicitly with global bank decision-makings of a multinational bank that uses a variety of financial tools and skills. The course will discuss the rapidly blurring distinctions between commercial and investment bankers. Conceptual skills for life-learning (evolving) experiences relevant to the global banking sector are emphasized.

FINANCE 6590 Seminar In Finance: 3 semester hours
Prerequisites: FINANCE 6500. This course incorporates a wide range of advanced topics in finance including, but not limited to, an evaluation of various financial assets as investment opportunities, trends in capital markets, derivatives and management of financial and non-financial firms.
**FINANCE 6591 Finance Internship:** 1-3 semester hours  
Prerequisites: Students must have completed and/or be enrolled in at least 6 credit hours of finance electives and have consent of supervising faculty member and Area Coordinator. Students work in the field of finance where they apply the knowledge and skills learned in the classroom. Professional development and obtaining specialized work experience are the primary goals. The student's program will be monitored by a finance faculty member with the student providing a formal written report at the end of the project.

**Information Systems Courses**

**INFSYS 1800 Computers And Information Systems:** 3 semester hours  
This course covers the basic concepts of networked computers including the basics of file management on local and remote computers, electronic mail, Internet browsers, and web page development. Students are also exposed to applications used in business for solving problems, communicating, and making informed decisions, including word processors, presentation software, and electronic spreadsheets. Students will also develop business applications using a popular programming language or database management tool. Credit cannot be granted for both CMP SCI 1010 and INFSYS 1800.

**INFSYS 2800 Information Systems Concepts And Applications:** 3 semester hours  
Prerequisites: INFSYS 1800 or satisfactory performance on proficiency exam. Course covers concepts of information systems as they relate to business functions, including web page design and e-commerce, telecommunications, systems analysis and design, ethics of information system design and use, information security, foundations of database systems, and integrated business information systems. Students will also gain valuable strategies for career development, contact management, and networking.

**INFSYS 3806 Managerial Applications Of Object-Oriented Programming I:** 3 semester hours  
Prerequisites: INFSYS 1800 or CMP SCI 1250, and a 2.0 overall GPA. The course provides a study of the UNIX operating system and the C+ + programming language as they pertain to managerial applications. In addition, the course will introduce the use of object-oriented programming methodologies.

**INFSYS 3807 Legacy Systems:** 3 semester hours  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 3806. Structured COBOL programming techniques for business applications are presented. Included are report generation, control breaks, output editing, debugging, tables, sort concepts, job control language, utilities, partitioned data sets, and updating of files.

**INFSYS 3810 Information Systems Analysis:** 3 semester hours  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 3806 or permission of instructor. Aspects and methods for managing the computer and information resources of organizations. Topics include: project management, aligning IS plans with corporate plans, MIS organizational structures, demonstrating the value of systems, facility management, purchase decisions, software acquisition, software metrics, project management, security issues, and economic evaluation, as they relate to information resources. Special cases of systems, such as Enterprise Resource Planning (EPR) systems, Supply Chain Systems, and BPO will be discussed.

**INFSYS 3815 Object Oriented Applications In Business:** 3 semester hours  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 3806. Object-oriented programming techniques for business applications are presented. The topics are implemented in a C++ environment.

**INFSYS 3816 Managerial Application Of Object-Oriented Programming II:** 3 semester hours  
Prerequisites: INFSYS 3806 and a minimum overall GPA of 2.0. This course expands object-oriented skills taught in INFSYS 3806. The emphasis in this course is on object-oriented development tools and development in a client-server environment. The data management tools will include the use of SQL to access server-based databases.

**INFSYS 3841 Enterprise Information Systems:** 3 semester hours  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 2800. Aspects and methods for managing the computer and information resources of organizations. Topics include: aligning IS plans with corporate plans, MIS organizational structures, demonstrating the value of MIS to senior management, facility management, purchase decisions, software acquisition, software metrics, project management, security issues, and economic evaluation, as they relate to information resources.

**INFSYS 3842 Data Networks and Security:** 3 semester hours  
Prerequisites: INFSYS 1800 and a 2.0 overall GPA. The technical, managerial and security aspects of data networks as they apply to the business environment are discussed. Issues include communications components and services, network architecture, managerial implementations, organizational issues, and cost/benefit analyses.

**INFSYS 3843 Decision Support Systems for Business Intelligence:** 3 semester hours  
Prerequisites: LOG OM 3300 and a minimum campus GPA of 2.0. Applications of intelligent decision support systems to support business intelligence are explored. DSS component design in response to decision making and business intelligence needs are discussed.

**INFSYS 3844 Developing Business Applications In .NET:** 3 semester hours  
Prerequisites: A minimum campus GPA of 2.0. This course will enable students to design, implement, and debug object-oriented and data driven business applications in Visual Basic.NET. Students will learn application design choices, object-oriented design principles, event-driven programming, user interface programming using Windows Forms and user interface controls, data binding and database access using ADO.NET, exception handling, debugging and effective ways of working with Visual Studio.NET.

**INFSYS 3845 Database Management Systems:** 3 semester hours  
Prerequisites: INFSYS 2800, INFSYS 3806, INFSYS 3816, ACCTNG 2400, and a minimum campus GPA of 2.0. This course provides an introduction to the design and use of databases in meeting business information needs. Topics include database planning, conceptual design, and data administration. The concepts are studied with projects involving the use of a current database management system.

**INFSYS 3846 E-Commerce:** 3 semester hours  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 2800. This course provides an understanding of strategies, managerial issues, and technologies pertaining to electronic commerce in organizations. Topics include: history, business models, the virtual value chain, electronic markets, impact on organizational strategy and industry structure, analysis of successful strategies, and other emerging issues (legal, ethical, regulatory) related to managing electronic commerce, and the technical infrastructure enabling electronic commerce.
**INFSYS 3847 Web Design: 3 semester hours**  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 2800. This course focuses on web page planning, design, layout and construction. Topics covered include: setting up and maintaining a web site; understanding site structure, presentation, navigation and content management. HTML/XML, CSS, Dreamweaver, Fireworks, Flash, Photoshop, data access, scripting languages, and various other technologies and tools will be discussed.

**INFSYS 3848 Introduction to Information Security: 3 semester hours**  
Prerequisites: A minimum campus GPA of 2.0 and INFSYS 2800 or permission of instructor. An introductory survey of the vast field of Information Security (InfoSec). Intersects both management and technical aspects of security as relevant to organizations, governments, individuals, and society. Topics include fundamental principles of InfoSec, the threat environment, management of InfoSec in organizations, technologies and tools in InfoSec, cryptology/cryptography, web application security, and current issues. Hands-on labs expose students to basics of penetration testing and ethical hacking. A group project is required. Course is open to all majors.

**INFSYS 3858 Advanced Security and Information Systems: 3 semester hours**  
Prerequisites: INFSYS 3848 or Permission of Department Chair. This course builds upon the principles of information security. Covered in this course are a wide range of topics from networking, penetration testing, formal verification of systems, formal models of information flow and protection, distributed system authentication, protocol design and attack, computer viruses and malware, as well as intrusion and anomaly detection models. Students are exposed to virtualization, defense security, offensive security, and other forms of cyber security. Credit cannot be granted for both INFSYS 3858 and INFSYS 6858.

**INFSYS 3868 Secure Software Development: 3 semester hours**  
Prerequisites: A first course in programming such as INFSYS 3806 or permission of instructor. This course provides an overview of the vast field of secure software development. The goal is to make students aware of the fundamentals of the secure software lifecycle as it relates to software development. Specifically, the course enables students to apply principles of secure development and information security management. It provides a real world application that allows the learners to experience the secure software lifecycle process by developing concrete artifacts and practicing in a lab environment. Credit cannot be granted for both INFSYS 3868 and INFSYS 6868.

**INFSYS 3878 Information Security Risk Management and Business Continuity: 3 semester hours**  
Business continuity is viewed organizationally to include all company operations, and addresses information, computer systems, infrastructure, personnel, and supply chain, as well as emergencies emanating from man-made and natural disasters. This course is designed to provide the tools and concepts necessary to plan for, prevent, and when needed successfully respond to disruptions in business operations. Provided in this course is a review of important issues relating to business continuity, security, information systems policies, frameworks, information and materials management, as well as risk management from a planning, operations, and response perspective. Topics presented include incident response and disaster recovery, compliance issues, and system wide risk analysis. Students will be able to (1) assess the strengths and weaknesses of organizational strategies and determine their implications for the development and implementation of an enterprise information assurance strategy (2) evaluate an enterprise’s ability to respond to disruptions in business operations (3) identify risks and implement appropriate mitigation strategies and (4) create artifacts to ensure the survival of an organization after a natural disaster or cyber attack. Credit cannot be granted for both INFSYS 3878 and INFSYS 6878.

**INFSYS 3890 Internship in Information Systems: 1-3 semester hours**  
Prerequisites: Minimum business GPA of 2.5, minimum campus GPA of 2.0, completed and/or currently enrolled in at least 6 credit hours of information systems electives at the 3000 level or above, consent of supervising instructor, and consent of department chair. Students are employed in the field of information systems where they apply the knowledge and skills learned in the classroom. Professional development obtaining specialized work experience are primary goals. An information systems faculty member will monitor the student's program with the student providing a formal written report at the end of the project.

**INFSYS 3898 Seminar in Information Systems: 1-3 semester hours**  
Prerequisites: To be determined each time course is offered and to include a minimum 2.0 overall GPA. This course is a selected special topic in the field of information systems. May be repeated for credit with different topics.

**INFSYS 3899 Independent Study In Information Systems: 1-3 semester hours**  
Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Area Coordinator. Special individual study in information systems under the supervision of a full-time information systems faculty member.

**INFSYS 4850 Information Systems Design: 3 semester hours**  
Prerequisites: A minimum campus GPA of 2.0; INFSYS 3810, INFSYS 3816 and INFSYS 3845. System design, implementation, and methods of systems installation and operation are presented. A system development project is required.

**INFSYS 5800 Management Information Systems: 3 semester hours**  
Same as P P ADM 6800. This course provides an overview of the established and contemporary issues related to information systems within organizations. Topics include the practices and tools associated with topics such as the management of IS-based investment projects, the design and implementation of IS, the alignment of IS strategy with organizational strategy, information security and privacy, and gaining a competitive advantage through IS.
INFSYS 5890 Graduate Internship in Information Systems: 1-6 semester hours
Prerequisites: INFSYS 6840 or permission of instructor. The internship will be a supervised field experience in a US-based business/organization or a US-based international business/organization. Students will be employed off-campus for a 10-16 week period on projects directed by host organization supervisors in consultation with a UM-St. Louis faculty member. The project requires students to apply IS concepts to a real-world problem. The project does not duplicate, but builds upon material in the IS curriculum. A professional written report will be required.

INFSYS 5899 Individual Research in Information Systems: 1-3 semester hours
Prerequisites: Consent of instructor and graduate director. Special individual research topics in Information Systems under the guidance of a specific professor.

INFSYS 6805 Applications Of Programming For Business Solutions: 3 semester hours
Prerequisite: Graduate standing. This course provides a study of business-oriented programming. A programming language will be introduced and discussed in detail. Emphasis will be on program definition and the use of such programs in business-oriented applications.

INFSYS 6806 Managerial Applications Of Object-Oriented Technologies: 3 semester hours
Prerequisite: INFSYS 6805. This course deals with business-oriented programming in an object oriented environment. The emphasis will be on program definition, and tools and development in a client-server environment. The course will involve the study of object-oriented language in addition to object-oriented methodologies for systems development.

INFSYS 6808 Internet Programming For Business: 3 semester hours
Prerequisite: INFSYS 6806. Focus on web-based applications development for business. It will begin with the fundamentals of web-based computing, including web client and server interaction, the MIME standard, server and client data frame headers, the CGI standard, and error conditions as they pertain to business applications. In addition, JAVA will be introduced to build web-based GUI-interfaces and back-end servers. Finally, business applications issues such as firewalls, proxy servers and data encryption using secure servers will be included.

INFSYS 6833 Decision Support Systems for Business Intelligence: 3 semester hours
Prerequisite: LOG OM 5300. Applications of intelligent decision support systems to support business intelligence are explored. DSS component design in response to decision making and business intelligence needs are discussed.

INFSYS 6835 IT-Enabled Business: 3 semester hours
Prerequisite: INFSYS 5800. IT-enabled business focuses on business models, processes, and activities made possible by the internet. The course includes theoretic aspects of e-commerce: consumer relationship management, supply chain management, inventory management, business strategy, auctions, and portals. Issues associated with electronic commerce such as security, privacy, content selection and rating, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities are explored. Particular attention is paid to IT-enabled entrepreneurship and business creation, and IT use in small to medium sized enterprises. Case studies drawn from actual business applications will be used to reinforce theory.

INFSYS 6836 Management of Data Networks and Security: 3 semester hours
Prerequisite: INFSYS 5800 (may be taken concurrently). This course addresses issues such as data security, communications components and services, network architecture, managerial implementations, organizational issues, and cost/benefit analyses.

INFSYS 6837 Information Systems Architecture: 3 semester hours
Prerequisite: INFSYS 6836 This course explores a wide range of topics necessary for understanding and managing distributed computing technology. A wide range of infrastructure and "middleware" architectural components will be explored. Finally, the course will provide a framework for understanding the capabilities and shortcomings of various distributed computing architectures, technical standards and their implications for interoperability of components.

INFSYS 6838 Business Processes: Design, Management & Integration: 3 semester hours
Prerequisite: INFSYS 5800. Major business processes are identified and analyzed. Issues related to characteristics, goals, benefits and costs of enterprise-wide design, and the role of information technology during the design process are discussed. Workflow automation, process modeling, analysis, automation, and redesign techniques are discussed, including the following: process inputs & entrance criteria, process outputs & exit criteria, feedback mechanisms & process correction, alternate theoretical frames for business process design, and impacts on business process design from socio-cultural forces. Case studies are used to illustrate the concepts.

INFSYS 6840 Information Systems Analysis: 3 semester hours
Prerequisite: INFSYS 6805. The theory and practice of structured analysis are presented. Topics may include: traditional vs. structured analysis methods, requirements analysis, user/analyst interaction, investigation of existing systems, human/machine interfaces, CASE tools, and workbenches.

INFSYS 6845 Database Management Systems: 3 semester hours
Prerequisites: INFSYS 5800, INFSYS 6805. The course introduces the concepts of Database Management Systems for business applications. Issues in database architecture, design, administration, and implementation are covered. Projects are assigned on a mainframe DBMS and a microcomputer based DBMS to illustrate the concepts & applications.

INFSYS 6846 Management Of Global Sourcing: 3 semester hours
Same as INTL BUS 6846. Prerequisite: INFSYS 5800. Largely fostered by the spread of the Internet, global software development standards, global software packages, and fewer trade restrictions, organizations now regularly source software development, software maintenance, systems upgrades, platform transitions, help desks, and other IS-related work globally. This course covers topics to help organizations manage global sourcing of IS work, including sourcing strategies, sourcing models (captive, joint venture, outsourcing), role of program management offices, supplier selection, engagement models, and special practices required to manage globally dispersed teams. Risk mitigation practices associated with cultural, legal, political, infrastructure, logistical, and human resource issues are also addressed.
**INFSYS 6847 Project Management: 3 semester hours**
Prerequisite: INFSYS 5800. Effective project management ensures that a project is completed on time, within budget, and of high quality. The purpose of this class is to examine the task of project resource management with a focus on IT and services. It will cover conventional aspects of project management, such as the project evaluation, planning, roles, responsibilities, scheduling, and tracking. In addition, this class will examine risk management, change management, critical chain management, build vs. buy analysis, package vs. custom solutions, vendor qualification and selection, and the roles of certification in the process. The class will also cover the management of programs or a portfolio of IT projects.

**INFSYS 6848 Knowledge Management And Business Intelligence: 3 semester hours**
Prerequisite: INFSYS 5800 Knowledge management (KM) is the process of creating, and drawing value from, an organization’s intellectual assets. It deals with how to best leverage the organization’s knowledge internally as well as externally. The emphasis on knowledge management within business organizations has risen dramatically in the last few years, to some extent as a result of the rapid progress in information technology capabilities. The course covers the following topics: KM tools, technologies, and systems, including knowledge repositories, knowledge portals, and expert seeker systems, creating and sustaining a knowledge sharing culture, managing and measuring intellectual capital, managing knowledge in networked organizations, including interorganizational alliances and supply chains, aligning knowledge with business strategy, risks of knowledge loss and knowledge leakage, business intelligence, and social aspects of knowledge management.

**INFSYS 6849 Data Warehouse Design and Implementation: 3 semester hours**
Prerequisites: INFSYS 6845 or consent of instructor. Course will cover different design configurations for structuring and organizing data in a data warehouse. Formal methodologies for the development of data warehouses will also be discussed and implemented.

**INFSYS 6850 Information Systems Design: 3 semester hours**
Prerequisites: INFSYS 6840 and INFSYS 6845 This course builds upon the analysis techniques presented in INFSYS 6840. It requires the student, usually working in a group to design and implement a system in a real-world environment. Advanced design concepts are presented to support the students in their project work.

**INFSYS 6851 Practicum in Business Intelligence: 3 semester hours**
Prerequisites: INFSYS 6833, INFSYS 6849, and LOG OM 6345. This course will provide the context for students to integrate, synthesize and apply their Business Intelligence skills in an actual business organization. Project work will be jointly supervised and coordinated by a faculty member and a supervisor in the relevant business organization.

**INFSYS 6860 Data Integration: 3 semester hours**
Prerequisites: Consent of Instructor. This course discusses the theories and techniques for blending unstructured and structured data including Big Data and social media streams with relational databases, data warehouses, spreadsheets, and other sources of data. Using mini-cases and assignments, it provides hands-on experience in integrating data from diverse sources, screening and cleaning it, and producing descriptive and visual summaries in tables, graphs, maps, and text for business intelligence. Students will be introduced to tools that integrate data from different sources and provide input to dashboards for rich visualization and advanced analytics.

**INFSYS 6881 Management Of Transnational Information Systems: 3 semester hours**
Same as INTL BUS 6881. Prerequisites: INFSYS 5800, INFSYS 6825 (may be taken concurrently). The course presents concepts of managing global information technology. Issues covered include: global information technology, systems development, electronic data interchange, cross-border data flows, and national and international information structures. Further topics may include information technology enabled economic development, global outsourcing of information systems services, and social, organizational and ethical implications.

**INFSYS 6881 Seminar in Information Systems: 3 semester hours**
Prerequisites: INFSYS 5800. Topics of current interest in management information systems. Topics may include international information systems, electronic commerce, decision support systems, information systems strategy, telecommunications, and information systems management.

**International Business Courses**

**INTL BUS 3280 The Law Of International Business Transactions: 3 semester hours**
Prerequisites: BUS AD 2900 or consent of the instructor. A study of 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**
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: A minimum of 2.0 campus GPA. In addition, MGMT 3600 and at least one of the following: MGMT 3611 or MGMT 3621 or enrollment in Honors College 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 3284 The Japanese Management System: 3 semester hours
Prerequisites: MGMT 3600 This course provides an introduction to various aspects of the contemporary Japanese business system. The emphasis is on interpretation of issues from a managerial perspective. Topics include an overview of Japan's economic growth, government policies, industrial and financial structure of Japanese business, labor-management relations, internal management practices, international competitive strategies, managing U.S. subsidiaries in Japan, penetrating the Japanese market, Japanese investment in the U.S.A., and current issues in U.S.-Japan economic relations.

INTL BUS 3285 Role Of The Global Corporation: 3 semester hours
Prerequisites: A minimum 2.0 campus GPA and MGMT 3600 or permission of the 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 international business 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, concurrent enrollment in a UM overseas program; also a minimum overall gpa of 2.0. 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. This courseexplores 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 andunderstanding 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: A minimum 2.0 campus GPA. In addition, ECON 1002 and MGMT 3600; 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 3780 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 3787 Marketing in the European Union: 3 semester hours
Same as MKTG 3787. Prerequisites: MKTG 3780 or instructor's permission. The European Union (EU) is both a major customer and major competitor of the United States. The inclusion of many of the Western European countries into the EU has added another challenge to our ability to trade in this area. The better we understand the people, institutions and policies of the EU, the better positioned we will be to conduct business effectively. This course will emphasize understanding the institutional structure that unites the European Union as well as the cultural and political diversity of its members, and provide insights into how business activity functions in the European Environment.

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: A minimum 2.0 campus GPA and INTL BUS 3282, MKTG 3780 and FINANCE 3580 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 International Logistics And Operations Management: 3 semester hours
Same as LOG OM 4381. Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. A study of business logistics and supply chain strategies involving shipments across national boundaries. Topics 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 International Logistics And Operations Management: 3 semester hours
Same As LOG OM 5381. Prerequisites: LOG OM 5320 A study of international logistics and operations management strategy, planning and operations. Topics may include multinational logistics and supply chain strategies, global network design and sourcing, international transportation, distribution and operations, import-export, risk management, etc.

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.

INTL BUS 6846 Management Of Global Sourcing: 3 semester hours
Same as INFSYS 6846. Prerequisite: INFSYS 5800. Largely fostered by the spread of the Internet, global software development standards, global software packages, and fewer trade restrictions, organizations now regularly source software development, software maintenance, systems upgrades, platform transitions, help desks, and other IS-related work globally. This course covers topics to help organizations manage global sourcing of IS work, including sourcing strategies, sourcing models (captive, joint venture, outsourcing), role of program management offices, supplier selection, engagement models, and special practices required to manage globally dispersed teams. Risk mitigation practices associated with cultural, legal, political, infrastructure, logistical, and human resource issues are also addressed.

INTL BUS 6881 Management Of Transnational Information Systems: 3 semester hours
Same as INFSYS 6881. Prerequisites: INFSYS 5800, INFSYS 6825 (may be taken concurrently). The course presents concepts of managing global information technology. Issues covered include: global information technology, systems development, electronic data interchange, cross-border data flows, and national and international information structures. Further topics may include information technology enabled economic development, global outsourcing of information systems services, and social, organizational and ethical implications.

INTL BUS 7000 Int'l bus test: 1 semester hour
Logistics and Operations Management Courses

LOG OM 3300 Business Statistics: 3 semester hours
Prerequisites: MATH 1100, MATH 1105, INFSYS 1800 and a 2.0 campus GPA. Construction and use of statistical models for business management. Students will learn techniques used for relational analysis and business forecasting and how to apply them in a business context. Tools include CHI-Square tests of statistical independence; analysis of variance; simple linear regression and correlation; multiple linear regression; and extrapolative techniques such as moving averages and exponential smoothing. Emphasis is placed on problem definition, construction of statistical models, analysis of data, and interpretation of results. Computers are used for extensive analyses of case data.

LOG OM 3320 Introduction To Operations Management: 3 semester hours
Prerequisites: A 2.0 campus GPA and either (ECON 1001, ACCTNG 2410 and LOG OM 3300) or (MATH 2000 and MATH 1320). An examination of the concepts, processes, and institutions which are fundamental to an understanding of manufacturing and service operations within organizations. Emphasis is on the management and organization of operations and upon the application of quantitative methods to the solution of strategic, tactical and operational problems.

LOG OM 3349 Project Consulting and Execution: 3 semester hours
Prerequisites: LOG OM 3300 or equivalent and LOG OM 3320 or equivalent (may be taken concurrently). Provides real world experience in planning and executing projects. The class will have teams of students work on projects sponsored by companies and not for profit organizations for 2 to 6 weeks at a time. It will provide students practice in critical thinking, analysis, communication, and other critical skills identified as necessary for employees to function at a high level in their jobs.

LOG OM 3390 Internship In Logistics And Operations Management: 1-3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. A study of statistical quality control concepts and techniques. Emphasis is on the principles and methods of "lean and green" operations, 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.

LOG OM 3395 Special Administrative Problems - Management Science: 1-10 semester hours
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. Study of selected special problems in business and administration. May be repeated for credit with different topics.

LOG OM 3398 Seminar in Logistics and Operations Management: 1-3 semester hours
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. This course is a selected special topic in the field of logistics and operations management. May be repeated for credit with different topics.

LOG OM 3399 Independent Study In Logistics And Operations Management: 1-3 semester hours
Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Area Coordinator. Special individual study in logistics and operations management under the supervision of a full-time logistics and operations management faculty member.

LOG OM 4312 Business Forecasting: 3 semester hours
Prerequisites: Minimum campus GPA of 2.0 or graduate standing; also either LOG OM 3320 or (MATH 3000 and MATH 1320). Further study of statistical tools for forecasting in a decision-making context. Topics include explanatory models (multiple regression), classical time series decomposition, and extrapolative techniques (exponential smoothing and Box-Jenkins procedures). In addition, methods for considering problems of intervention effects, seasonality, and collinearity will be discussed. Students will perform extensive analyses of time series data using computer packages.

LOG OM 4321 Production and Operations Management: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. Application of the tools and techniques of statistical decision theory and operations research to production and operating problems. Emphasis is on the use of mathematical modeling and simulation techniques to analyze complex and ill-structured problems in large-scale systems.

LOG OM 4322 Lean Production In Manufacturing And Service Operations: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. Study of Lean Production philosophy and techniques in manufacturing and service operations. Topics include process analysis and continuous improvement techniques, quick set-ups, total productive maintenance, kanban scheduling, cellular production, team organization of workers, supplier relations, quality management, and the environmental aspects of production.

LOG OM 4324 Service Operations Management: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. An examination of methods for designing and operating service delivery systems, such as in the health care, financial, transportation, hospitality, and governmental services industries. Topics include process and facility design, facility layout and location, queuing, demand forecasting and management service quality, staffing, and personnel scheduling.

LOG OM 4325 Environmental Sustainability in Business Operations: 3 semester hours
Prerequisites: LOG OM 3320 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.

LOG OM 4326 Quality Assurance In Business: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. A study of statistical quality control concepts and procedures applicable to management systems, administrative activities, service industries, and nonprofit organizations. Some successful quality assurance programs will be examined.
LOG OM 4330 Business Logistics Systems: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. Analysis of business logistics systems, their design, and operation. Topics include: network design, facility location, transportation, vehicle routing, storage and handling capacity planning, inventory management, and customer service.

LOG OM 4347 Introduction to Project Management: 3 semester hours
Prerequisites: LOG OM 3320. This course introduces the concepts and practices of Project Management with a focus on Logistics and Operations Management related projects. It will cover conventional aspects of project management, such as the project evaluation, planning, roles, responsibilities, scheduling, and tracking. In addition, this class will introduce agile project management as applicable to projects where there is not the specificity of goals or solutions to be applicable to traditional project management.

LOG OM 4350 Management Science Methods: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320 or MATH 3000 and MATH 1320. Applications of the theories and techniques of operations research to problems of business, government, and industry with emphasis on the construction and utilization of quantitative decision models.

LOG OM 4354 Management Science Methods II: 3 semester hours
Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 4350. Topics of special interest including mathematical programming, stochastic decision-making, digital simulation, game theory, and other selected techniques. (Formerly Mathematical programming).

LOG OM 4381 International Logistics And Operations Management: 3 semester hours
Same as INTL BUS 4381. Prerequisites: A minimum campus GPA of 2.0 or graduate standing; also LOG OM 3320. A study of business logistics and supply chain strategies involving shipments across national boundaries. Topics 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.

LOG OM 4398 Seminar in Logistics And Operations Management: 1-3 semester hours
Prerequisites: LOG OM 3320 or permission of the instructor and a minimum 2.0 campus GPA. For some topics additional prerequisites may be required. An intensive study of a specific aspect, problem or technique in the areas of logistics, operations management, or supply chain management. Different topics may be offered under this course number, so the course (with different topics) can be repeated for credit.

LOG OM 5300 Statistical Analysis For Management Decisions: 3 semester hours
Prerequisites: INFSYS 5800 (may be taken concurrently) and ECON 4105 with a minimum grade of “C.” The role of statistical evidence in the formation of inference and in the selection of strategies in solving business problems is developed. Probability and probability distributions are studied as a basis of statistical inference. An introduction to multivariate analysis is provided, which includes analysis of variance and regression methods.

LOG OM 5312 Advanced Statistical Methods For Management Decisions: 3 semester hours
Prerequisites: LOG OM 5300. The application of statistical methods to managerial problems, forecasting and business research. Topics include the blending of multiple regression and analysis of variance into a general linear model, logistic models, techniques for projecting seasonal time series, and forecasting techniques (ARIMA models) which deal with serially correlated data. Through class presentations, assigned exercises and a major project, students gain experience in constructing explanatory and predictive models for problems in marketing, finance, etc. Students use commercial software (e.g. the Statistical Analysis System) for analyzing data, constructing models and producing reports.

LOG OM 5320 Production And Operations Management: 3 semester hours
Prerequisites: LOG OM 5300. This course discusses issues related to the creation and delivery of goods and services. Topics include the design of production processes, the layout and location of facilities, forecasting, scheduling, inventory control, queuing, materials planning, and quality control. Analytical techniques such as linear programming are used in studying these problems.

LOG OM 5322 Lean Production: 3 semester hours
Prerequisites: LOG OM 5320. Study of Lean Production philosophy and techniques in manufacturing and service operations. Topics include process analysis and continuous improvement, set-up reduction, total productive maintenance, kanban scheduling, cellular production, work teams, supplier relations, quality management, and the environmental aspects of production. Cases and a course project will be used to integrate and apply the course material.

LOG OM 5324 Service Operations Management: 3 semester hours
Prerequisites: LOG OM 5320. An examination of methods for designing and operating service delivery systems, such as in the health care, financial, transportation, hospitality, and governmental services industries. Topics include process and facility design, facility layout and location, queuing, demand forecasting and management, service quality, staffing, and personnel scheduling.

LOG OM 5325 Environmental Analysis and Sustainability in Business Operations: 3 semester hours
Prerequisites: LOG OM 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.

LOG OM 5326 Quality Management: 3 semester hours
Prerequisites: LOG OM 5300 or MATH 4200 or permission of instructor. An applied course on total quality management. Quality improvement approaches are presented and the managerial implications and responsibilities in implementing these approaches are discussed. Topical coverage includes the construction and interpretation of control charts, graphical methods, quality function deployment, robust experiments for product design and improvement, mistake-proofing (poke yoke), the Deming approach, Baldrige award criteria, quality cost audits, worker empowerment and reward systems. Cases involving both business processes and physical processes are used to illustrate successful quality improvement efforts.
LOG OM 5334 Internship In Logistics And Supply Chain Management: 1 semester hour
Prerequisite: Consent of Instructor. Students receive practical experience in the area of logistics or supply chain management. The internship is supervised by a professional in the host organization in consultation with a faculty member.

LOG OM 5340 Transportation Economics for Business Managers: 3 semester hours
Prerequisites: ECON 3001 or BUS AD 5000 or permission of the instructor. This course makes use of a range of economic concepts to examine the nature of markets in which transport services are provided. This course is designed for future transportation professionals who wish to explore the fundamentals of economics in their field. Basic concepts covered include the theory of transportation demand, transportation costs and investment planning, and current topics in transportation economics such as regulation-deregulation and social cost pricing.

LOG OM 5349 Project Consulting and Execution: 3 semester hours
Prerequisites: LOG OM 5300 or equivalent; LOG OM 5320 or equivalent (may be taken concurrently). Provides real world experience in planning and executing projects. The class will have teams of students work on projects sponsored by companies and not for profit organizations for 2 to 6 weeks at a time. It will provide students practice in critical thinking, analysis, communication, and other critical skills identified as necessary for employees to function at a high level in their jobs. A student may NOT count LOG OM 5349 and an internship toward the LOG OM emphasis. Only one of the two would count.

LOG OM 5354 Simulation For Managerial Decision Making: 3 semester hours
Prerequisites: LOG OM 5320. Introduction to simulation as a managerial decision-making aid. Application of simulation to a number of management science-oriented problems. This course introduces and requires use of a simulation language.

LOG OM 5381 International Logistics And Operations Management: 3 semester hours
Same as INTL BUS 5381. Prerequisites: LOG OM 5320. A study of international logistics and operations management strategy, planning and operations. Topics may include multinational logistics and supply chain strategies, global network design and sourcing, international transportation, distribution and operations, import-export, risk management, etc.

LOG OM 5399 Individual Research in Logistics and Operations Management: 1-3 semester hours
Prerequisites: Consent of instructor and graduate director. Special individual research topics in Logistics and Operations Management under the guidance of a specific professor.

LOG OM 6330 Business Logistics Systems: 3 semester hours
Prerequisites: LOG OM 5320 (may be taken concurrently). Analysis of business logistics systems and their role in supply chain management. covers both design and operation of logistics systems and their components. Topics may include network design, facility location, transportation, vehicle routing, inventory management, customer service, reverse logistics and logistics information systems.

LOG OM 6331 Logistics And Supply Chain Operational Modeling: 3 semester hours
Prerequisites: LOG OM 5320 and LOG OM 6330. A study of the application of leading software packages to modeling problems and issues arising in the operational management of logistics and supply chains. This course covers the economic tradeoffs involved in such decisions, data requirements, operating parameters, and application of software packages to problems such as vehicle routing and scheduling, freight shipments consolidation, cross-docking, and other operational and tactical strategies. This "hands on" course is designed to prepare students for high-level supply chain analyses and consulting work.

LOG OM 6332 Logistics And Supply Chain Strategic Modeling: 3 semester hours
Prerequisites: LOG OM 5320 and LOG OM 6330. A study of the application of leading software packages to modeling problems and issues arising in the planning and strategic management of logistics networks and supply chains. The course identifies and explores the economic and customer service tradeoffs involved in such networks. Issues such as location of facilities assignment of production and distribution missions to facilities, identification of sourcing relationships amongst facilities, and identification of cost and customer service consequences of alternative supply chain designs are addressed by the application of commercial software packages to support decision making. This "hands on" course is designed to prepare students for high-level supply chain analyses and consulting work.

LOG OM 6338 Business Processes: Design, Management & Integration: 3 semester hours
Prerequisites: LOG OM 5320. This course presents the concepts and state of the art / state of the practice of business process design and business process management for improving business performance, effectiveness, quality, customer service and satisfaction. Issues related to characteristics, goals, benefits and costs of enterprise-wide design, and the role of information technology during the design process will be discussed. Specific topics will include: the history and development of process focused businesses and the impacts on processes caused by just-in-time and total quality management philosophies, organizational learning, strategy mapping, et.al. We will also discuss the exploitation of core competencies and changing business scenarios such as globalization and electronic-commerce. We will draw from the literature to explore the notion of moving from business strategies to business processes. We will review current writings relative to the subject, and then will apply our knowledge to actual process design, documentation, analysis and simulation. We will introduce computer-based modeling tools for process design and simulation, and use those tools in both in-class and individual work.

LOG OM 6345 Business Analytics and Data Mining: 3 semester hours
Prerequisites: LOG OM 5300 and INFSYS 5800. This course concentrates on methods for converting data into business intelligence. It provides knowledge of the principles and techniques for business analytics and data mining. Topics include clustering, pattern recognition, visualization of relationships, predictive modeling, optimization techniques and simulation.
LOG OM 6347 LOM Project Management: 3 semester hours
Prerequisites: LOG OM 5320. This course addresses the concepts and processes of project management as applicable to Logistics and Operations Management. Students study organizational design, project specification, integrated project planning, risk management and project control; students will come to understand how globalization, environmental and sustainability issues, quality control (including industry standard initiatives such as the Continuing Integration Improvement Model and the International Standards Organization model), and cultural factors drive project management. NOTE: Credit may not be earned for both LOG OM 6347 and INFSYS 6847.

LOG OM 6350 Management Science Methods: 3 semester hours
Prerequisites: LOG OM 5320. This course provides a working knowledge of management science techniques. It emphasizes analytical approaches to solving business problems, construction of mathematical models, and manipulation of model variables for managerial decision-making. Topics include mathematical programming, including integer and network models, heuristics, and simulation models.

LOG OM 6395 Seminar In Logistics And Operations Management: 3 semester hours
Prerequisite: LOG OM 5320. Topics of current interest in logistics and operations management. Topics may include just-in-time and lean production, quality management, manufacturing and service systems, transportation and logistics, quantitative management tools, etc.

LOG OM 7381 International Supply Chain Management: 3 semester hours
Prerequisites: LOG OM 5320; Admittance into the Ph.D. Program. A comprehensive examination of international logistics and supply chain management strategies, planning and operations from the firm’s perspective. Topics may include multinational logistics and supply chain issues and management strategies, multinational sourcing and network design, transportation issues in international supply chains, multinational distribution and operations, legal and financial issues in import and export, risk identification and management in international supply chains, and the relationship of supply chain management to other activities of international firms.

LOG OM 7390 Research Seminar In LSCM: 3 semester hours
Prerequisites: LOG OM 6330; Admittance into the Ph.D. Program. Analysis of research approaches, and findings in Logistics and Supply Chain Management. May be repeated for credit when the subject matter is different.

LOG OM 7393 Special Topics In LSCM: 3 semester hours
Prerequisite: Consent of Instructor; Admittance into the Ph.D. Program. In-depth analysis of special topics in Logistics and Supply Chain Management research. May be repeated for credit when the subject matter is different.

Management Courses

MGMT 3600 Management And Organizational Behavior: 3 semester hours
Same as SOC 3600. Prerequisites: Junior standing and a 2.0 overall GPA. This course involves the study of the behavior of individuals and groups in an organizational setting. Specific topics examined include: motivation, leadership, organizational design, and conflict resolution, as well as basic coverage of management principles. In covering these topics, both “classic” and current perspectives are provided.

MGMT 3611 Advanced Management And Organizational Behavior: 3 semester hours
Prerequisites: MGMT 3600 and a 2.0 overall GPA. Building upon MGMT 3600, course provides a more detailed examination of motivation, leadership, group process, decision making, job design, and organizational development. In addition to providing more detail in terms of content, this course provides the student with considerable practical experience through the use of class exercises, case studies, and small group discussions.

MGMT 3612 Professional Skills Development: 3 semester hours
Prerequisite: A minimum 2.0 campus GPA and Junior standing. This course focuses on career management. Topics include job search, interviews, resumes and cover letters, presentation skills, business etiquette, entry strategies, and career alternatives.

MGMT 3621 Human Resource Management: 3 semester hours
Prerequisites: MGMT 3600 and a 2.0 overall GPA. In-depth examination of selected human resource management issues from a contemporary manager's viewpoint. Topics examined include: employee selection, performance appraisal, training and development, compensation, legal issues, and labor relations.

MGMT 3622 Industrial And Labor Relations: 3 semester hours
Prerequisite: MGMT 3600 and a 2.0 overall GPA. Emphasis is on the dynamic relationship between management, employees, unions, and government as determinants in the efficient and effective use of human resources. Current issues and case material are used to supplement text and lecture.

MGMT 3623 Industrial And Organizational Psychology: 3 semester hours
Same as PSYCH 3318. Prerequisite: PSYCH 2201 or MATH 1105, MGMT 3600. This course introduces the student to psychological research and theories pertaining to human behavior in the work setting. Topics covered include: selection, performance appraisal, training, leadership, motivation, job satisfaction, and organizational design.

MGMT 3624 Employee Training And Development: 3 semester hours
Prerequisites: A minimum overall GPA of 2.0. In addition, MGMT 3600 or permission of instructor. An intensive study of training in organizations, including needs analysis, learning theory, management development, and development of training objectives and programs. Projects and exercises are used to supplement the readings.

MGMT 3625 Leadership in Organization: 3 semester hours
Prerequisites: MGMT 3600 and a minimum 2.0 campus GPA. This course introduces classic and contemporary theories of leadership. The emphasis is on building a sound grasp of good practice and on developing the student’s ability to apply such knowledge as he/she enters today’s global workforce. The course covers key theories and models of effective leadership in organizations.

MGMT 3680 International Management: 3 semester hours
Same as INTL BUS 3680. Prerequisites: A minimum 2.0 campus GPA. In addition, ECON 1002 and MGMT 3600; 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.
MGMT 3690 Internship In Management: 1-3 semester hours
Prerequisites: A minimum campus GPA of 2.0; one must have completed and/or be currently enrolled in at least 8 credit hours of Management electives and have consent of supervising instructor and Area Coordinator. A Business College GPA of 2.5 is also required. Students are employed in the field of Management where they apply the knowledge and skills learned in the classroom. Professional development and obtaining specialized work experience are primary goals. A Management faculty member will monitor the student's program with the student providing a formal written report at the end of the project. MGMT 3690 may not be counted toward the minimum 12 credit hours of management electives required for a MOB emphasis.

MGMT 3695 Special Admin Problems - Management & Organization Behavior: 1-10 semester hours
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. Study of selected special problems in business and administration. May be repeated for credit with different topics.

MGMT 3698 Seminar in Management: 1-3 semester hours
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. This course is a selected special topic in the field of management. May be repeated for credit with different topics.

MGMT 3699 Independent Study In Management: 1-3 semester hours
Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the Area Coordinator. Special individual study in management under the supervision of a full-time management faculty member.

MGMT 4219 Strategic Management: 3 semester hours
Prerequisites: Senior standing and FINANCE 3500, MKTG 3700, MGMT 3600; a minimum overall GPA of 2.0; and concurrent enrollment MGMT 4220. This is a capstone course drawing on the subject matter covered in prerequisite courses. Emphasis is on the formulation and implementation of corporate, business and functional strategies designed to achieve organizational objectives. Topics include the role of top management, globalization of business and ethical perspectives. Case studies and research reports may be used extensively. (It is preferred that this course be taken during the student's final semester.

MGMT 4220 Business Assessment Testing: 0 semester hours
Prerequisite: Concurrent enrollment in MGMT 4219, Strategic Management. A one-time lab during which a major field exam in business administration is administered. Course graded on a satisfactory/unsatisfactory basis. Satisfactory grade required for graduation.

MGMT 4614 Entrepreneurship/Small Business Management: 3 semester hours
Prerequisite: BUS AD 2900, FINANCE 3500, MKTG 3700, MGMT 3600, and a 2.0 overall GPA. This integrative general management course is designed to communicate the academic principles of business management applicable to solving problems of small and medium-size businesses and assist in their development. This course will provide a background in the forms of business, the development of business plans and systems integration, venture capital, accounting, procurement, promotion, financing, distribution and negotiations for initial organization, and operation and expansion of the firm.

MGMT 5600 Managing People in Organizations: 3 semester hours
Same as P P ADM 6600. Prerequisites: Graduate standing or consent of instructor. The theoretical and research contribution of the behavioral sciences to management and administration are examined and applied to selected organizational situations. Areas to be considered from the standpoint of both individual and organizational performance are communication, motivation, conflict, decision-making, goal setting, leadership, organizational design, climate, development and control. Utilizing a systems perspective, the course attempts to develop in each student an ability to analyze and solve organizational problems.

MGMT 5611 Advanced Organizational Behavior And Administrative Processes: 3 semester hours
Prerequisite: MGMT 5600. An indepth examination of selected organizational and individual theories affecting behavior and operating performance. Organizational structure and design, formal and informal organization, decision making, communications and motivation are analyzed for their organizational impact. The course seeks to develop further the ability to analyze and evaluate organizational processes and individual behavior.

MGMT 5612 Negotiating Workplace Conflict: 3 semester hours
Same as P P ADM 6680. Prerequisites: P P ADM 6600 / MGMT 5600, and Graduate Standing. Examines conflict and cooperation between individuals, groups, and organizations over the control of work. A central theme is how this conflict is expressed, controlled and resolved. Students will participate in exercises to learn the basics of two-party negotiations.

MGMT 5614 Managing Organizational Change And Design: 3 semester hours
Prerequisites: MGMT 5600 (may be taken concurrently). This course examines the ways to manage organizational change to meet the rapid pace of change in the business environment. Cases and current research inform class discussions of different types of restructuring. Topics may include creating learning organizations, designing for innovation, managing growth and downsizing, and building sustainable organizations.

MGMT 5621 Managing Human Resources: 3 semester hours
Prerequisite: MGMT 5600. In-depth examination of selected human resource management issues from a contemporary manager's viewpoint. Topics examined include: personnel planning; employee selection; resource management issues from a contemporary manager's viewpoint. Social, political, and economic environment of the organization. A theme is how this conflict is expressed, controlled and resolved. Students will participate in exercises to learn the basics of two-party negotiations.

MGMT 5622 Union-Management Relations And Collective Bargaining: 3 semester hours
Prerequisite: MGMT 5600 and BUS AD 5900. Primary concern is with the setting and the dynamics of contract negotiation and administration. Emphasis is on the development of insight and understanding of the forces affecting the decisions of the parties to a labor contract within the context of the social, political and economic environment of the organization. A dynamic approach is taken to examine difficulties that arise in attempting to administer a collectively established relationship between employer and employee.

MGMT 5625 Selected Topics In Human Resource Management: 3 semester hours
Prerequisites: MGMT 5621 and LOG OM 5300. This course provides an advanced treatment of selected human resource management topics. Primary focus is on topics such as job analysis, pre-employment screening devices, test validation, and civil rights laws. Other topics, such as performance appraisal, recruitment, promotions, and terminations may be covered. Various class projects may be assigned to supplement readings, lectures, and discussion.
developing an integrated marketing plan. Social media strategy, affiliate marketing, mobile marketing trends and build a strong website from an organic perspective, search strategies. In particular we will explore: The latest digital marketing trends, how to influence how brands communicate with them than ever before. In marketing, consumers are more active in the marketing process and will explore how the balance of power has shifted between brands and consumers.

Prerequisites: MKTG 3700 and a minimum campus GPA of 2.0. This capstone practicum course, students will be teamed up with various St. Louis based organizations. Students will assist these companies with their digital and social media strategies and plans. Students will conduct specific digital and social media project tasks including, among others, managing social media content and pushes, creating a social media presence, creation of a social media playbook, search engine marketing, paid search, web analytics and dashboard creation, landing page design, assisting in the build of a WordPress blog.

Marketing Courses

**MKTG 3700 Basic Marketing: 3 semester hours**
Prerequisites: ECON 1001, Junior standing and a 2.0 overall GPA. An examination of the character and importance of the marketing process, its essential functions and the institutions performing them. Attention is focused on the major policies (such as distribution, product, price, and promotion) which influence the multifarious activities of marketing institutions and the managerial, economic, societal implications of such policies.

**MKTG 3710 Consumer Behavior: 3 semester hours**
Prerequisites: MKTG 3700, and a minimum overall GPA of 2.0. A study of such consumer functions as decision-making, attitude formation and change, cognition, perception, and learning. The marketing concepts of product positioning, segmentation, brand loyalty, shopping preference and diffusion of innovations are considered in context with the environmental, ethical, multicultural and social influences on an increasingly diverse American consumer.

**MKTG 3720 Management Of Promotion: 3 semester hours**
Prerequisite: MKTG 3700 and a 2.0 overall GPA. A study of the design, organization and implementation of the marketing "communications mix". Various methods such as advertising, personal selling, and publicity are analyzed as alternatives for use alone, or in combination to stimulate demand, reseller support, and buyer preference. Particular topics considered include: media selection, sales promotions, packaging, selling strategy and their relationships in the promotion process.

**MKTG 3721 Introduction to Digital Marketing Strategies: 3 semester hours**
Prerequisites: MKTG 3700 and a minimum campus GPA of 2.0. This course explores the world of digital media marketing and how it impacts and is integrated along with our traditional marketing channels. We will explore how the balance of power has shifted between brands and consumers. Consumers are more active in the marketing process and in influencing how brands communicate with them than ever before. In particular we will explore: The latest digital marketing trends, how to build a strong website from an organic perspective, search strategies for success, website intelligence and tracking using Google Analytics, retaining customers via Email marketing, online Display advertising, social media strategy, affiliate marketing, mobile marketing trends and developing an integrated marketing plan.

**MKTG 3722 Introduction to Social Media Marketing: 3 semester hours**
Prerequisites: MKTG 3721. Social networks are becoming an integral part of the marketing mix. In these platforms, brands can engage with prospects and consumers on many levels. In this course you will learn how to create a brand presence on these social networks, understand the differences between earned and paid media, be introduced to the various tools (free and paid) used to listen and engage with consumers, discuss how brands manage healthy communities, learn techniques used by social media managers to influence influencers, and study the various ways engagement is measured including calculating social media return on investment. Social networks to be discussed throughout the semester will include Facebook, Twitter, Tumblr, Instagram, LinkedIn, etc. Students will also be introduced to the various social measurement tools including Netbase (our partner), HootSuite, tweetdeck, Sprinklr, Technorati, etc. Real life case examples will be used throughout the semester.

**MKTG 3731 Digital and Social Media Marketing Lab (Internship): 3 semester hours**
Prerequisites: MKTG 3700, MKTG 3720, MKTG 3721 and MKTG 3722. In this capstone practicum course, students will be teamed up with various St. Louis based organizations. Students will assist these companies with their digital and social media strategies and plans. Students will conduct specific digital and social media project tasks including, among others, managing social media content and pushes, creating a social media presence, creation of a social media playbook, search engine marketing, paid search, web analytics and dashboard creation, landing page design, assisting in the build of a WordPress blog.

**MKTG 3738 Advertising Technique: 3 semester hours**
Same as MEDIA ST 3338. Prerequisites: MEDIA ST 1100 or MKTG 3700 or consent of instructor. Techniques for creating advertising messages and campaigns to reach target audiences. Focus on the process of persuasion, importance of advertising in modern economics, rationale for company advertisement, evaluation of advertising effectiveness, and assessment of advertising myths and truths. Practical application of messages and campaigns will be stressed.

**MKTG 3740 Marketing Analysis: 3 semester hours**
Prerequisites: INFSYS 1800, MKTG 3700, LOG OM 3300, and a 2.0 Overall GPA. An investigation of the acquisition, presentation, and application of marketing information for management. Particular problems considered are defining information requirements, evaluating research findings, and utilizing information. Statistical methods, models, and/or cases are employed to illustrate approaches to marketing intelligence problems, such as sales forecasts, market delineation, buyer motives, store location, and performance of marketing functions.

**MKTG 3750 Sales Management: 3 semester hours**
Prerequisites: MKTG 3700 and MKTG 3600. (MKTG 3600 may be taken concurrently). Also a minimum campus GPA of 2.0. The aim of this course is to provide an understanding of how selling is critical to the success of marketing. The course will promote critical thinking skills as well as practical selling skills needed in a competitive marketplace. Course topics include, among others, selling principles & techniques, understanding of the tasks and roles of the sales manager, the management of sales professionals within an organization, developing and applying effective persuasive communications, creating a vision, developing and implementing a sales-team strategy, structuring sales-force, designing and assigning territories, recruiting, training, motivation and evaluating salespeople, methods of compensation, and forecasting sales. The emphasis will be on ways the sales-force can be molded to build lasting relationships with customers through the systematic analysis and solution of customer's problems.
**MKTG 3760 Business To Business Marketing: 3 semester hours**  
Prerequisites: Senior standing, MATH 1105, MKTG 3700 and a 2.0 overall GPA. A study of the nature of the business-to-business (organizational) marketplace, concentrating on those aspects that differentiate it from consumer markets. The major focus of the course is marketing strategy, starting with analysis of the market wants and segments, concepts of pricing, the distribution arrangements, and buyer/seller relations. In this last area, consideration will be given to service, personal selling, sales promotion, and advertising, as found in the organizational marketplace. At all times emphasis is given to relating business-to-business marketing strategy to basic concepts in underlying business disciplines. Lectures and case discussions are used heavily in the course.

**MKTG 3770 Introduction To Transportation: 3 semester hours**  
Prerequisites: A minimum campus GPA of 2.0; also Junior standing or instructor's consent. This course provides an overview of the transportation sector, including history, providers, users, and government regulation. The importance and significance of transportation, the operational aspects of transportation modes of rail, water, motor, air and pipeline; the demand and supply of transportation, and the managerial aspects of these modes of transport will be covered in the course.

**MKTG 3771 Traffic And Transportation Management: 3 semester hours**  
Prerequisites: A minimum campus GPA of 2.0 and Junior standing or instructor's consent. This course focuses on the purchase of transportation and warehouse services and/or the operation of transportation services as a firm activity. This course is also designed to provide the student with an exposure to the managerial aspects of transportation management as a function of the firm's logistical strategy. In addition, it includes an introduction to the management of firms with the various transportation modes of rail, motor, air, water, and pipelines. This course is designed to provide the student with a basic understanding of the issues and work performed by traffic managers and the management of modern transportation firms.

**MKTG 3776 Transportation Security, Safety and Disaster Preparedness: 3 semester hours**  
Prerequisites: Junior standing or instructor's consent. This course emphasizes security issues related to the nation's highway, aviation, pipeline, inland waterway, transit, and rail facilities, as well as port facilities. This course provides an overview of transportation safety issues including passenger and employee safety and hazardous materials. Strategies to prepare for transportation-related disasters in addition to the transport of people and goods after terrorism events or natural disasters are also addressed.

**MKTG 3777 Aviation in American Life: 3 semester hours**  
Prerequisites: Junior standing or instructor's consent. This course focuses on the history and business of aviation in the United States from balloon flights preceding the Wright brothers through the terrorist attacks in September 2001 with emphasis upon how aviation and aviators have influenced American society, culture. Themes include the evolution of aviation technology, the growth of the commercial/military aviation/aerospace industries, issues of race and gender in aviation, the development of America's commercial airlines, aviation's influence upon American art, films, advertising, and literature, the significance of the space race, and the role of aerial weapons of war.

**MKTG 3780 International Marketing: 3 semester hours**  
Same as INTL BUS 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.

**MKTG 3785 Women in International Entrepreneurship: 3 semester hours**  
Prerequisites: MKTG 3700; MKTG 3780 or INTL BUS 3780; and Junior standing. This course is an integration of international business and entrepreneurship, with a focus on women entrepreneurs. It is designed to help students learn how entrepreneurs create and grow their ventures internationally. We will examine how entrepreneurs search, evaluate, and exploit opportunities across national boundaries to market goods and services effectively. We will explore the unique circumstances faced by women entrepreneurs and the appropriate strategies developed in order to sustain international growth.

**MKTG 3787 Marketing in the European Union: 3 semester hours**  
Same as INTL BUS 3787. Prerequisites: MKTG 3780 or instructor's permission. The European Union (EU) is both a major customer and major competitor of the United States. The inclusion of many of the Eastern European countries into the EU has added another challenge to our ability to trade in this area. The better we understand the people, institutions and policies of the EU, the better positioned we will be to conduct business effectively. This course will emphasize understanding the institutional structure that unites the European Union as well as the cultural and political diversity of its members, and provide insights into how business activity functions in the European Environment.

**MKTG 3790 Internship In Marketing: 1-3 semester hours**  
Prerequisites: A minimum 2.0 overall GPA. A study of selected special problems in business and administration. May be repeated for credit with different topics.

**MKTG 3795 Special Administration Problems - Marketing: 1-10 semester hours**  
Prerequisites: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. Study of selected special problems in business and administration. May be repeated for credit with different topics.

**MKTG 3798 Seminar in Marketing: 1-3 semester hours**  
Prerequisite: To be determined each time the course is offered and to include a minimum 2.0 overall GPA. This course is a selected special topic in the field of marketing. May be repeated for credit with different topics.

**MKTG 3799 Independent Study In Marketing: 1-3 semester hours**  
Prerequisites: Minimum campus GPA of 2.0 and approval by the supervising professor and the area coordinator. Special individual study in marketing under the supervision of a full-time marketing faculty member.
MKTG 4700 Marketing Management: 3 semester hours  
Prerequisites: MATH 1105, MKTG 3700, three other marketing elective courses, senior standing, and a 2.0 campus GPA. An intensive analysis of major marketing decisions facing the firm, such as level, mix, allocation, and strategy of marketing efforts. Specific decision areas investigated include market determination, pricing, physical distribution, product policy, promotion, channel management, and buyer behavior. Competitive, political, legal, and social factors that may affect such areas of decisions are discussed. Cases, models, and problems are used heavily.

MKTG 5700 Contemporary Marketing Concepts: 3 semester hours  
Prerequisite: BUS AD 5000. Designed for students with no prior course work in the field of marketing. A wide spectrum of marketing institutions and activities is covered. The impact of marketing on the total firm, the economy, and society in general is assessed. The course is intended to develop and organize the fundamental marketing concepts necessary to an analytical study of consumer behavior, the economic environment and four managerial aspects of marketing. The acquisition and utilization of marketing research data for problem solving is stressed. Relation and integration of basic marketing knowledge to the successful development of sound marketing policy, planning, and strategy is developed.

MKTG 5701 Marketing Planning And Strategy: 3 semester hours  
Prerequisite: MKTG 5700. Emphasizes the development of a total marketing program through an analytical study of the marketing-mix, the diagnosis of the business situation, along with the influence of exogenous variables and the development of an effective overall marketing strategy. Stresses importance of an integrated marketing plan and utilizes modern decision-making tools. Supplementary readings, journal articles, and current periodicals are used to place the theoretical framework of the course into the contemporary environment of the marketplace.

MKTG 5710 Consumer Motivation And Behavior: 3 semester hours  
Prerequisite: MKTG 5700. An analysis of the socio-psychological foundations of consumer behavior including personality differences, needs and wants, status symbols, social change and mobility, fads and fashions. Consumer spending and saving habits, product preferences, leisure-time patterns, shopping behavior and motivation research also are examined for their impact on advertising, selling and marketing management.

MKTG 5720 Marketing Communications: 3 semester hours  
Prerequisite: MKTG 5700. Deals with managerial decision making by placing particular emphasis on assimilating and integrating all forms of marketing communication in the development of promotional policies, plans and procedures. Course approach is analytical rather than descriptive in investigating the areas of advertising, public relations, sales management, packaging and other forms of demand stimulation.

MKTG 5721 Digital Marketing Strategies and Measurement: 3 semester hours  
Prerequisites: MKTG 5700. Most every business today needs a digital marketing strategy to engage with current customers and attract new. Consumers are changing the way they communicate with and research brands. Brands are changing the way they promote and engage with consumers. We are embracing digital technologies to communicate in ways that were inconceivable just a few short years ago. We have shifted our attention from traditional media marketing to internet, wireless devices, and other digital platforms. In this course you will assess the various marketing channels; the importance of establishing a social media strategy; understand the digital trends that are shaping the future; experiment with today’s cutting edge digital marketing tools (licensed and free) including Adobe SiteCatalyst, Radian6, Lithium, Alexa, and Hootsuite to name a few; learn how to develop a digital marketing plan; how we define key performance indicators (KPI’s); techniques used to measure the ROI of your digital campaigns; marketing mix and campaign attribution.

MKTG 5722 Social Media Marketing Strategy: 3 semester hours  
Prerequisite: MKTG 5721. Social networks are becoming an integral part of the marketing mix. In these platforms, brands can engage with prospects and consumers on many levels. In this course you will learn how to create a brand presence on these social networks, understand the differences between earned and paid media, the various tools (free and paid) used to listen and engage with consumers, how we manage healthy communities, techniques used to identify influencers, crisis management, rules of engagement for high profile individuals and corporations, the importance of transparency, the various ways engagement is measured, the value of a Facebook like, and calculating return on investment. Social networks to be discussed will include Facebook, Twitter, Tumblr, Instagram, Linkedin, Wordpress, etc. Tools to be used will include Netbase (our partner), HootSuite, tweetdeck, Sprinklr, Technorati, etc. Various real life case projects and exercises will be assigned throughout the semester under the instructor’s supervision.

MKTG 5730 Clinical Study in Digital and Social Media Marketing: 3 semester hours  
Prerequisites: MKTG 5721 or MKTG 5722 or consent of instructor if prior digital/social media experience. This course, in partnership with Capital Innovators, provides students the opportunity for experiential learning by directly applying classroom topics to the real world. Students will be paired up with a new startup business in their current class and, over the course of the semester, contribute to their digital and social media marketing strategies by assisting in specific project tasks. Other mutually agreed upon areas of responsibility may be assigned as necessary. This is not an internship but rather a project support based clinical course providing very valuable learning in the very vibrant entrepreneurial startup world. It will be instructor led with weekly class meetings.

MKTG 5731 Special Seminars in Digital and Social Media Marketing: 3 semester hours  
Prerequisites: MKTG 5721 or MKTG 5722 or consent of instructor if prior digital/social media experience. In this course, the students will be attending three special 2- or 3-day seminars discussing focused topics in Digital and Social Media Marketing. Seminar topics include Mobile Strategy, Email Marketing, Blogs to Buzz, Online Display Advertising, and Strategic Search Engine Marketing. This course may be offered on a weekend schedule.

MKTG 5740 Marketing And Business Research: 3 semester hours  
Prerequisites: MKTG 5700 and LOG OM 5300. A broad approach to marketing research as a model for acquiring, retrieving, and analyzing decision-making information. Includes market measurement, evaluation of sales and cost effectiveness, sales forecasting and primary marketing research studies aimed at solving specific problems. Emphasis is placed also on building a theoretical and analytical framework to provide flexibility in the design of marketing experiments and in judging recent research innovations.

MKTG 5761 Business To Business Marketing: 3 semester hours  
The course provides graduate students with an understanding of the role of business to business marketing as it pertains to business, government, and institutional customers. The course places a heavy emphasis on buyer-seller interaction embodying business to business marketing. In addition to discussing the standard theories and covering the subject domain of business marketing, the course focuses on the finer aspects of business to business marketing negotiations using exercises and readings. Student groups enact complex industrial buyer-seller negotiations striving to achieve their respective organizational goals.
**MKTG 5770 Supply Chain Management Strategy: 3 semester hours**
Prerequisite: Consent of instructor. Course addresses supply chain management and its implications, with a focus on what firms can do to maintain competitiveness in the quickly changing business landscape. Topics may include, but are not limited to, value chain analyses, marketing business-to-business, supply chain analytics, procurement, production, logistics, and inventory management within supply chains.

**MKTG 5775 Domestic Transportation: 3 semester hours**
Domestic Transportation is the study of North American transportation modes, their management and operating characteristics. This graduate course is part of the Mid-West Transportation Consortium where UMSL, along with 5 other Universities, provides guest lectures that comment on aspects of transportation. UMSL students concentrate on the business aspects of transportation.

**MKTG 5780 Seminar In International Marketing: 3 semester hours**
Same as INTL BUS 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.

**MKTG 5790 Internship in Marketing: 3 semester hours**
Prerequisites: Students must have completed and/or be enrolled in at least 6 credit hours of marketing electives and have consent of supervising faculty member and Area Coordinator. Students work in the field of Marketing where they apply the knowledge and skills learned in the classroom. Professional development and obtaining specialized work experience are the primary goals. The student's program will be monitored by a Marketing faculty member with the student providing a formal report at the end of the project.

**MKTG 5795 Seminar In Marketing: 3 semester hours**
Prerequisites: MKTG 5700. This course addresses advanced problems in contemporary marketing. Topics may include, but are not limited to, marketing strategy, marketing communications and advertising, product management, consumer behavior, channels of distribution, international marketing, and marketing research.

**MKTG 5799 Individual Research in Marketing: 1-3 semester hours**
Prerequisites: Consent of instructor and graduate director. Special individual research topics in marketing under the guidance of a specific professor.

**Quantitative Management Science Courses**

**QN MGT S 6360 Advanced Operations Research Applications: 3 semester hours**
Prerequisite: LOG OM 5350. Application of operation research techniques to business problems. After a brief review of these techniques, followed by an examination of typical applications reported in the literature, the major portion of the term is spent in analyzing and solving an actual business operations research problem. A team approach is used, with groups of two or three students responsible for finding and solving an operations research problem in a local company. Primary emphasis is placed on the use of operations research techniques to solve management problems.