

Master of Business Administration

Administrative Unit

This program is administered by the Office of Graduate Studies and Research through the faculty of the School of Business

Objectives

The objective of the MBA program is to provide the essential professional tools needed by our students to advance in managerial careers.

Admission Requirements

The Master of Business Administration (MBA) program admits students who have completed a baccalaureate degree in any undergraduate field. Admission is based on a combination of the undergraduate GPA and GMAT Score:

Entrance Status Score = (GPA X 200) + GMAT.

Regular Standing: Entrance Score at least 1120

Provisional Standing: Entrance Score at least 1000 but less than 1120

Conditional Standing: Entrance Score at least 1000 but with additional pre-professional courses that need to be taken

Students with an undergraduate GPA of less than 3.0 must take the GMAT exam before any graduate coursework can be taken. All applicants must take the GMAT exam prior to completion of 6 semester hours of graduate coursework.

Upon admission students will be evaluated for computer literacy, and statistical literacy. Students who need additional skills in these areas are referred to COSC 1335 (computer literacy) and MATH 6301 (statistical literacy), and are classified as having Conditional Standing until these requirements are fulfilled. Computer literacy must be remedied in the first semester in which the student is accepted into the MBA program. MATH 6301 must be taken before the student enrolls in ACCT 6302, MNGT 6303, ECON 6302, FINA 6320, MNGT 6361, MNGT 6366 or electives in marketing, finance or economics. Students who have not completed the equivalent of six semester hours of undergraduate mathematics including exposure to differential and integral calculus may be advised by the Graduate Business Studies Chair to complete mathematics preparation to the level of MATH 1325 or its equivalent.

Students granted provisional status will normally be changed to regular status upon successful completion of a minimum of twelve semester credit hours of MBA core course work with a grade of B or better in each course taken. No elective course may be taken by a student in provisional status.

Non-degree Students in Graduate Business

Non-degree students may take up to six credit hours of graduate business courses to meet certification requirements and continuing professional or personal development. Non-degree students must meet the general School of Business requirement of a 3.0 undergraduate GPA or demonstrate equivalent potential for success in graduate business studies (see Acceptance of Degree Seeking Students, page 20, to begin graduate business coursework). In order to enroll in more than six credit hours of graduate business courses, non-degree students must otherwise meet admission criteria for the Master of Business Administration or Master of Professional Accountancy program. Non-degree students may register for MBA online courses only during late registration, on a space available basis, to give priority to degree-seeking students.

MBA Program Requirements

CORE REQUIRED COURSES (18 hours*):

ACCT 6301 Accounting Analysis
ECON 6301 Economic Analysis
MNGT 6360 Organizational Behavior
MRKT 6310 Marketing Management
MNGT 6320 Production and Operation Management
FINA 6320 Financial Management

REQUIRED COURSES BEYOND CORE (21 hours):

ACCT 6302 Contemporary Control Systems
ACCT 6311/MNGT 6311 Information Systems Management
MNGT 6301 Legal Environment of Business
MNGT 6303 Analytical Models for Decision-Making
**ECON 6302 Forecasting Business Conditions
MNGT 6361 Management and the Research Process
MNGT 6366 Strategic Management

SPECIALTY COURSES (9 hours):

Three electives may be chosen from graduate-level School of Business courses with approval of the student's advisor. Up to 6 credits of specified senior-level business courses may be taken as electives with approval of the student's advisor.

* Students with an academic business background may waive up to four core courses, decreasing the program to as few as 36 credit hours using the criteria below:

<u>Course</u>	<u>Policy for Waiver</u>
ACCT 6301	6 cr hrs of accounting, including financial & managerial with a "B" average
ECON 6301	6 cr hrs of economics, including macro & micro with a "C" average
FINA 6320	12 cr hrs of upper division finance with a "B" average
MNGT 6320	6 cr hrs of upper division production & operations management with a "B" average MNGT 6360 6 cr hrs of upper division management with a "B" average
MRKT 6310	12 cr hrs of upper division marketing with a "B" average

**Students following the collaborative MBA Online program offered through the UT System Collaborative program may substitute MBAO 6335 (FINA 6328) Contemporary Topics in Financial Management (UT Permian Basin) for ECON 6302 Forecasting Business Conditions in the General Management track or MBAO 6371 (MANA 5350) Human Resource Management (UT Tyler) in the General Management with Finance Emphasis track. See MBA Online Option below.

Special Program Features

Finance Emphasis: Students whose three elective courses are graduate finance courses have completed a Finance Emphasis in their MBA program. Diploma recognition of the finance emphasis is pending at this time.

Accounting Emphasis: Students whose three elective courses are graduate accounting courses have completed an Accounting Emphasis in their MBA program. Diploma recognition of the accounting emphasis is pending at this time.

Finance Emphasis and Accounting Emphasis: Students may take three courses beyond the MBA requirements and fulfill both the Finance Emphasis and Accounting Emphasis. Diploma recognition is pending at this time.

MBA for Texas CPAs: Students who have an academic accounting background can fulfill the Texas State Board of Public Accountancy specific course requirements of an approved ethics course, an accounting research course, and a business communications course through graduate electives in the MBA program.

MBA Online Option

The MBA Online Program is a web-based, asynchronous degree program offered by a consortium of eight University of Texas universities through The University of Texas TeleCampus. Courses taken in this program are treated as UTPB courses for credit and computation of GPA. In general, students may take the entire MBA program or any portion of it using MBA Online courses. Students who cannot commute regularly to the UTPB campus because of distance or time constraints are encouraged to consider MBA Online courses. While all UTPB students taking MBA Online courses will follow UTPB admission procedures, registration procedures and tuition and fees differ with the individual UT component offering each MBA Online course. Students should consult the UT System Collaborative program website for current information on the MBA Online program and its courses.

Students should take the following sequenced courses either both in the MBA Online program or both in the on-campus program: the accounting sequence ACCT 6301/6302 (MBAO 6311/6336), the economics sequence of ECON 6301/6302 (MBAO 6316/6335), and the quantitative/production sequence MNGT 6320/MNGT 6303 (MBAO 6314/6334). Note that neither MNGT 6320 nor MNGT 6303 in the UTPB on-campus program has prerequisites, but that MBAO 6314 should be taken before MBAO 6334 in the MBA Online program. In addition, MBAO 6322 Information Systems for Managers and MBAO 6333 Accounting for Decision-Makers are not

TSBPA-approved upper division accounting courses for Texas CPA candidates, but the UPTB equivalents of ACCT 6311 and ACCT 6302, respectively, are approved upper division accounting courses for Texas CPA candidates. Finally, approval is required for an on campus MBA student to enroll in the MBA Online capstone course MBAO 6395 Business Policy.

Use the following chart to match the MBA Online Offerings with the UTPB MBA program. MBA Online courses offerings through other University of Texas components are listed at the end of the graduate business course descriptions.

<u>UTPB Course</u>	<u>MBA Online Equivalent</u>	<u>MBA Online Course Prerequisite</u>
CORE		
ACCT 6301	MBAO 6311 Accounting Analysis	----
ECON 6301	MBAO 6312 Economic Analysis	----
FINA 6320	MBAO 6316 Financial Management	----
MNGT 6320	MBAO 6334 Production and Operations Management	MBAO 6314
MNGT 6360	MBAO 6313 Management	----
MRKT 6310	MBAO 6315 Marketing Management	----
REQUIRED COURSES BEYOND CORE		
ACCT 6302	MBAO 6336 Accounting for Business Decision Making	MBAO 6311
ACCT 6311	MBAO 6332 Information Systems for Managers	----
MNGT 6301	MBAO 6333 Legal Environment of Business	----
MNGT 6303	MBAO 6314 Quantitative Analysis	----
ECON 6302	MBAO 6335 Contemporary Topics in Financial Management	MBAO 6316
MNGT 6361	MBAO 6331 Research Methods	----
MNGT 6366	MBAO 6395 Strategic Management	any 36 MBA credit hours

SPECIALTY COURSES (ELECTIVES)

Select three from the following:

FINA 6322	*Management of Financial Institutions	MBAO 6316
FINA 6325	MBAO 6374 Options & Futures	MBAO 6316
FINA 6327	MBAO 6375 Portfolio Theory & Management	MBAO 6316
FINA 6330	MBAO 6376 International Finance	MBAO 6316
MNGT 6312	MBAO 6371 Human Resource Management	any 18 MBA credit hours
MNGT 6315	MBAO 6372 Leadership and Change	any 18 MBA credit hours
MNGT 6317	*Advanced Professional Communication for Business	----
	MBAO 6373 Global Strategic Management	any 18 MBA credit hours

*Courses will be offered for the first time during 2009-2010 academic year.

Joint MPA/MBA Degree Program

The Joint Degree Program in Professional Accountancy and Business Administration is an accelerated program of broad study intended to provide students with two master degrees in 60 credit hours of study. Students must meet the requirements for admission to both the MPA and MBA programs and fulfill the leveling requirements in accounting pre-professional courses and statistical and computer literacy. Students who pursue the MPA and MBA program simultaneously may complete the MPA and MBA degrees by:

1. Fulfilling all leveling and pre-professional coursework.
2. Fulfilling all MPA and MBA required courses.
3. Completing at least two graduate business electives.
4. Completing additional graduate business electives in the place of any waivers granted for MBA Core Courses.
5. Completing all requirements for the MPA and MBA degree within 8 years of the first graduate course in the joint degree plan.

For students with no waivers of MBA core courses, the Joint MPA/MBA degree plan would be the following,

Business Leveling (0-6 credits)

Computer Literacy (COSC 1335)
Statistical Literacy (MATH 6301 or MNGT 3402)

Accounting Leveling (0-18 credits)

ACCT 3301 Intermediate Accounting I
ACCT 3302 Intermediate Accounting II
ACCT 3303 Cost Accounting
ACCT 3305 Federal Tax Accounting
ACCT 4306 Auditing

Accounting Core Courses (18 credits)

ACCT 6311 Information Systems Management
ACCT 6312 Accounting Theory
ACCT 6313 Professional Ethics
ACCT 6314 Applied Accounting Research
ACCT 6315 Topics in Federal Income Tax
ACCT 6316 Topics in Auditing

MBA Core Courses (18 credits)

ACCT 6301 Accounting Analysis
ECON 6301 Economic Analysis
FINA 6320 Financial Management
MNGT 6320 Production and Operation Management
MNGT 6360 Organizational Behavior
MRKT 6310 Marketing Management

Courses Beyond the Cores (18 credits)

ACCT 6302 Contemporary Control Systems
ECON 6302 Forecasting Business Conditions
MNGT 6301 Legal Environment of Business
MNGT 6303 Analytical Models for Decision-Making
MNGT 6361 Management and the Research Process
MNGT 6366 Strategic Management

Electives (6 credits of graduate business classes)

Upon completion of the 60 hours specified in the Joint MPA/MBA Degree plan of study, students will be awarded both an MPA and an MBA. No degree will be awarded until all requirements of the Joint MPA/MBA Program have been satisfied.

MBA for Students with a Previous Graduate Degree in Accounting

Students who have already received a graduate degree in accounting awarded by UTPB or another regionally accredited university, may complete the MBA degree by

1. Fulfilling computer and statistical literacy
2. Fulfilling all MBA required courses
 - a. Up to four MBA core courses may be waived based on waiver criteria above
 - b. Substitution of graduate business electives for MBA required courses already completed with a grade of "B" or better.
3. Fulfilling additional graduate business elective courses to meet a 30 credit hour program total minimum.
4. Completing all requirements for the MBA degree within 8 years of the first course completed in the graduate accounting degree.

For students who received a UTPB MPA degree, the MBA degree plan would be the following, once the computer and statistical literacy requirements are met.

MBA Core Courses (9 credit hours)

MNGT 6360 Organizational Behavior
MRKT 6310 Marketing Management
MNGT 6320 Production and Operation Management

Courses Beyond the Core (15 credit hours)

ACCT 6302 Contemporary Control Systems
MNGT 6303 Analytical Models for Decision-Making
ECON 6302 Forecasting Business Conditions
MNGT 6361 Management and the Research Process
MNGT 6366 Strategic Management

Electives (6 credit hours of graduate business courses)

Other MBA Program Options

The MBA program is designed primarily as a professional program rather than a preparation program for doctoral study. Both research and non-research options are available in the program. Students planning to pursue doctoral study or having an interest in research should select the research option. Students choosing the non-research option must complete a minimum of 36 semester credit hours of prescribed study, exclusive of leveling course work. Students choosing the research option must complete either 30-semester credit hours of prescribed study plus a thesis, or 33 semester credits of prescribed study plus a research problem.

The thesis must deal with a topic of generalized concern to the profession, be scholarly in its orientation, demonstrate the student's understanding of and ability to use sophisticated research techniques, and show promise of a contribution to knowledge that could be worthy of publication in a scholarly or professional journal. Students will arrange with their graduate committees to sit for an oral examination of their thesis.

The research problem should deal with a practical problem of concern to the student. It should follow recognized research procedures but does not require the level of sophistication of thesis research. The findings do not necessarily need to be of such import as to merit publication.

Grades

MBA students will not be given graduate credit for courses taken when the letter grade earned is less than C. In addition, an MBA student may count no more than two C grades. A degree candidate is required to maintain an overall average of B and maintain a GPA of 3.0 in every semester throughout his or her program of study.

Course Listings

ACCT 6301 Accounting Analysis (3)

A foundation in the fundamentals of financial and managerial accounting information designed for the planning, assessment, and control of business entities. Emphasizes the use of information for decision making. May not be taken for MPA core or elective credit.

ACCT 6302 Contemporary Control Systems (3)

A study of the design, implementation, and evaluation of control systems intended to support and direct strategic objectives of various organizations. Prerequisite: ACCT 6301 or equivalent

ACCT 6311 Information Systems Management (3)

Methods and problem resolution in developing and managing company-wide information systems. Cross list with MNGT 6311

ACCT 6313 Professional Ethics (3)

A study of the roles of the professional in general and the accountant in particular in contemporary society with respect to economic, social, political, and technological problems.

ACCT 6314 Applied Accounting Research (3)

Applied research for solving complex accounting and reporting issues including both financial and tax accounting cases. Presentations and papers showing results of research are required. Prerequisite: 3 credit hours of tax; 6 credit hours of intermediate accounting.

ACCT 6315 Topics in Federal Income Tax (3)

Federal Income Tax law, rules, and regulations relating to partnerships, corporations, estates, and trusts. Prerequisite: 3 credit hours in an undergraduate tax course or equivalent

ACCT 6389 Selected Topics in Accounting (1-3)

Graduate courses that will be offered only once, will be offered infrequently or are being developed before a regular listing in the catalog. Prerequisite varies.

ACCT 6391 Contract Study in Accounting (1-3)

Independent study or research under the supervision of a faculty member. Prerequisite varies.

ECON 6301 Economic Analysis (3)

Economic efficiency and the determinants of the major economic aggregates such as growth, employment and gross national product.

ECON 6302 Forecasting Business Conditions (3)

Elements and evaluation of principal forecasts used by business and government. Cases based on forecasts by the President's Council of Economic Advisors. Prerequisite: ECON 6301 or equivalent

ECON 6332 Labor Economics (3)

The study of labor market issues such as human capital, compensating wage differentials, migration, race, gender, and the influence of institutions on labor market outcomes; recommended for the business manager and understanding of labor economics. Prerequisite: ECON 6301 or equivalent

ECON 6389 Selected Topics in Economics (1-3)

Graduate courses that will be offered only once, will be offered infrequently or are being developed before a regular listing in the catalog. Prerequisite varies.

ECON 6391 Contract Study in Economics (1-3)

Independent study or research under the supervision of a faculty member. Prerequisite varies.

FINA 6320 Financial Management (3)

Survey of foundational concepts in finance; in particular, discounted cash flow analysis and its applications to valuation of bonds, stocks, and corporate capital assets. Introduction to the following topics: bond and stock markets; pricing mechanisms in those markets; relationship between risk and return; capital budgeting methods based on discounted cash flow valuation. Prerequisite: ACCT 6301 or equivalent.

FINA 6322 Management of Financial Institutions (3)

This course is a study of management of financial institutions in a global financial services environment. The course covers risk identification, measurement, and management; regulatory compliance; capital adequacy; liquidity; and profitability from the perspective of a financial manager. Prerequisite: FINA 6320 or equivalent.

FINA 6325 Options & Futures (3)

Introduction to options, futures, and other derivative securities. Topics include option valuation models, principles of forward and futures pricing, structure of markets for derivative securities, and strategies for hedging and speculation. Prerequisite: FINA 6320 or equivalent.

FINA 6327 Portfolio Theory & Management (3)

Comprehensive investigation of modern portfolio theory. Unifying theme: optimization of the trade-off between risk and return. Examination of asset pricing models and security analysis issues within this framework. Course culminates in a discussion of portfolio management and performance evaluation. Prerequisite: FINA 6320 or equivalent.

FINA 6328 Contemporary Issues in Financial Management (3)

Study of topics recently published in financial management literature. The topics will be selected from international, corporate, and risk management topics and vary from term to term. Prerequisite: FINA 6320 or equivalent.

FINA 6330 International Finance (3)

A comprehensive study of international financial markets that covers currency exchange mechanisms in theory and practice, including international monetary systems, offshore financial markets, and currency risk management, including interest rate and currency futures, options, and swaps. Prerequisite: FINA 6320 or equivalent.

FINA 6389 Selected Topics in Finance (1-3)

Graduate courses that will be offered only once, will be offered infrequently or are being developed before a regular listing in the catalog. Prerequisite varies.

FINA 6391 Contract Study in Finance (1-3)

Independent study or research under the supervision of a faculty member. Prerequisite varies.

MNGT 6301 Legal Environment of Business (3)

A foundation in the role of law in our system of business and commerce, both facilitating and constraining business decision-making. In addition, this course will introduce the operation of legal institutions and the fundamentals of legal reasoning.

MNGT 6303 Analytical Models for Decision-Making (3)

This course examines deterministic linear programming, networks and dynamic programming. It emphasizes formation and utilization of programming computer packages.

MNGT 6311 Information System Management (3)

Methods and problem resolution in developing and managing company-wide information systems. Cross list with ACCT 6311

MNGT 6312 Human Resource Management (3)

Manpower planning and development, organizational climate and the provision of personnel services will be investigated.

MNGT 6315 Organization Development and Change (3)

Problems in introducing change in organizations, theory and methods of intervention in organization development.

MNGT 6317 Advanced Professional Communication for Business (3)

In this course students learn to enhance their professional effectiveness by applying theories and techniques of persuasion, logic, and reasoning to solve problems, make recommendations, and manage information flow. Emphasis is also given to organizational communication strategies and knowledge management; skills in effective project planning and time management; and the development of reports, letters, and analyses that synthesize research and exhibit good design and mechanics.

MNGT 6320 Production & Operation Management (3)

The role of the operations management function within the context of an organization, be it public or private, profit or nonprofit, manufacturing or service. The course emphasizes the application of concepts of in process analysis, material management, and quality management. Both quantitative and behavioral perspectives are presented.

MNGT 6360 Organizational Behavior (3)

The systematic study of individual, team, and structural characteristics that influence behavior within organizations. Cross-cultural applications are discussed.

MNGT 6361 Business Research Methods (3)

The course looks at research in the business environment. The research process paradigm is thoroughly investigated with a special emphasis on the role of business research in management decision-making.

MNGT 6366 Strategic Management (3)

Opportunity for development and implementation of knowledge from multiple disciplines and integration of viewpoints of different functions of an organization. Case evaluation and discussion are stressed. Prerequisite: Completion of the core of the MBA program or permission of instructor.

MNGT 6370 International Entrepreneurship (3)

A study of the special circumstances surrounding the nature of international entrepreneurship. Special attention will be given to the social, legal/political, and economic and cultural differences of the individual entrepreneur and the entrepreneurial venture. This course may include an optional international travel study component.

MNGT 6389 Selected Topics in Management (1-3)

Graduate courses that will be offered only once, will be offered infrequently or are being developed before a regular listing in the catalog. Prerequisite varies.

MNGT 6391 Contract Study in Management (1-3)

Independent study or research under the supervision of a faculty member. Prerequisite varies.

MNGT 6398 Master's Project (3)

Students electing the project option will work under the supervision of a major advisor to complete a project on a management topic.

MNGT 6399 Master's Thesis (3-6)

Students electing the thesis will work under the supervision of a major advisor to complete research on a management topic.

MRKT 6310 Marketing Management (3)

An analysis of the customer/market relationships with the company in an open market system characterized by the presence of strong competition within a very fluid business environment. Managerial decision making with this matrix will be stressed. Prerequisite recommended: previous coursework in microeconomics or equivalent

MRKT 6312 Consumer Decision Processes (3)

Information flows between buyer and seller, informational properties of demand stimulation strategies from the firm, consumer and society viewpoints.

MRKT 6314 International Marketing (3)

Globalization of markets and market entry across borders. Internationalizing of product, price, place and promotion decisions. Standardization and adaptation decisions in a marketing context.

MRKT 6389 Selected Topics in Marketing (1-3)

Graduate courses that will be offered only once, will be offered infrequently or are being developed before a regular listing in the catalog. Prerequisite varies.

MRKT 6391 Contract Study in Marketing (1-3)

Independent study or research under the supervision of a faculty member. Prerequisite varies.

UT System Collaborative program - Hosted Courses in the MBA Online Program Offered by Other University of Texas Components**MBAO 6311 Accounting Analysis (3)**

The course is designed for managers who will use, not prepare, accounting information. It consists of 3 modules: Financial Accounting, Cost Management and Management Control.

(AIM 6305 Accounting Analysis at UT Dallas; UTPB equivalent ACCT 6301)

MBAO 6312 Economic Analysis (3)

The emphasis of this course will be on fundamental aspects of economic analysis relating to individual firms and individual markets. The students will learn the impact of demand, how firms choose prices, the role of costs, the nature of competition and monopoly, the role of property rights, simple networks economics, and basic antitrust. Although not heavily used in the course, some reference will be made to calculus.

(MAS 6V07 Economic Analysis at UT Dallas; UTPB equivalent ECON 6301)

MBAO 6313 Management (3)

An analysis of formal organizational theory and the interrelationship of individuals in organizations. A study of the organization as a system of authority, status, leadership, direction, culture, ethics, communication and influence.

(MANA 6330 Management at UT Pan American; UTPB equivalent MNGT 6360)

MBAO 6314 Quantitative Analysis (3)

Introduction to managerial decision analysis using quantitative tools. Topics include a general framework for decision analysis, decision tables and trees, simulation, linear programming and related techniques, classical optimization, forecasting, and probabilistic and statistical techniques. Uses applicable decision support software. Emphasis is on applications. No textbook required. All course materials will be provided to the students.

(MS 6973 Quantitative Analysis in Business at UT San Antonio; UTPB equivalent MNGT 6303)

MBAO 6316 Financial Management (3)

The study of proving an organization with operating funds and effectively utilizing monetary resources. Primary emphasis on financial decision making within organizations and techniques of financial analysis and forecasting.

(FINA 5311 Financial Management at UT Arlington; UTPB equivalent FINA 6320)

MBAO 6331 Research Methods (3)

The application of research techniques to business decision-making. Study of the scientific method: definition of survey, development of methodology, evaluation of alternatives, findings, summary, conclusion and recommendations.

(MARK 5380 Research Methods at UT Tyler; UTPB equivalent MNGT 6361)

MBAO 6332 Information Systems for Managers (3)

This course will look at technology at a macro level. Each module examines the impact of today's information systems on organizations, education, government, culture, society, and the future.

(CIS 5394 Information Systems for Managers at UT El Paso; UTPB equivalent ACCT 6311)

MBAO 6333 Legal Environment in Business (3)

The course will introduce the student to fundamental legal issues confronting managers in the contemporary American and global legal environment.

(BLAW 6301 Legal Environment in Business at UT Brownsville; UTPB equivalent MNGT 6301)

MBAO 6334 Production and Operations Management (3)

The study of the role of the production function in the business system and its relationship to marketing and finance. The focus is on the decision making necessary for productivity improvements in the transformation process of manufacturing and non-manufacturing service organizations. Strategies of production system design, capacity management, quality management, production planning, inventory planning and control, facility location and supply chain management are explored. Systems studied include Just-in-Time, total Quality Management and Flexible Manufacturing Systems. Prerequisite: MBAO 6314 Quantitative Analysis

(MANA 6360 Production and Operations Management at UT Brownsville; UTPB equivalent MNGT 6320)

MBAO 6336 Accounting for Decision Making (3)

A study of the uses of accounting information by managers for decision making. The focus of this course is on how the measurements and the interpretation of accounting information impacts the allocation of resources, behavior of business decision makers, and the productivity and profitability of business organizations. Problems and case studies are used extensively to study such topics as activity based costing, efficiency measurements, budgets and control and other topics as activity based costing, efficiency measurement, budgets and control and other current topics in management accounting. Prerequisite: MBAO 6311 Accounting Analysis.

(ACCT 6973 Accounting for Decision Making at UT San Antonio; UTPB equivalent ACCT 6302)

NOTE: This course is not a TSBPA-approved upper division accounting course for Texas CPA candidates.

MBAO 6371 Human Resource Management (3)

Advanced study of selected topics in human resource management with special emphasis on issues of current importance in the field. Topic areas in such human resource functions as staffing, development, appraisal, and compensation will be covered. Prerequisite: any 18 graduate business credit hours

(MANA 5350 Human Resource Management at UT Tyler; UTPB equivalent MNGT 6312)

MBAO 6372 Leadership and Change (3)

This course is designed to provide a broad overview of Leadership and Organizational change theories, practices, and research. Special attention will be given to critical thinking skills and the students' ability to communicate and lead effectively in the discussion chat room format. Prerequisite: any 18 graduate business credit hours (MANA 6332 Leadership and Change at UT Pan American; UTPB equivalent MNGT 6315)

MBAO 6373 Global Strategic Management (3)

Participants will be able to perform environmental scanning through the understanding of the elements of corporate, competitive and operational environments. Participants will be exposed to different tools for evaluation of opportunities and threats and for identifying sources of strategy. Students will have "hands-on" experience through a computer simulation. This simulation will provide participants the experience of working in teams. Teams will make competitive decisions about a global organization. Prerequisite: any 18 graduate business credit hours (MGMT 5335 Global Strategic Management at UT El Paso)

MBAO 6395 Business Policy (3)

The primary thrust of this course is general management. It will be different from most of the courses you have had in the functional areas (e.g. accounting, marketing) because you will be required to use a wide range of business knowledge and exhibit diverse skills. Therefore, it will be demanding and challenging because you will have to perform in topic areas where you have both strengths and weaknesses. Prerequisite: any 36 graduate business credit hours (BUSA 5333 Business Policy at UT Arlington; UTPB equivalent MNGT 6366)

