BUSINESS ADMINISTRATION, MBA

The MBA degree prepares students for executive and managerial positions in both the private and public sectors. Emphasis is placed on the development of problem-solving and decision-making abilities. The degree includes broad preparation in business administration, while allowing for a concentration in a specific business or related area.

Students may select a concentration of three related courses, designed from curriculums in Heller College of Business, the College of Arts and Sciences, or the College of Education.

Within the Heller College of Business, students may choose a concentration from the following areas: accounting, accounting forensics, finance, hospitality and tourism management, human resource management, information systems, international business, management, marketing, real estate, and social entrepreneurship.

Students' second option is to choose a concentration from another graduate program within the university. These options and variations open a variety of career paths to MBA graduates. These concentrations include, but are not limited to: economics, health services administration, industrial/organizational psychology, integrated marketing communications, and training and development.

Finally, students may also propose an individualized concentration composed of at least three graduate-level courses offered anywhere in the university. These proposals must be described in detail with a solid rationale for the appropriateness of the plan. The college will give serious consideration to any individualized concentration that is challenging, coherent, and supportive of the student's educational objectives.

Requirements

To earn the MBA, students must successfully complete 37 credit hours. Typically, this includes 13 courses: a 1-credit-hour orientation course, eight core courses, three courses in an area of concentration, and one elective. Of the 12 core and concentration courses required for the degree, at least nine must be courses offered in the College of Business. If the concentration selected is outside the College of Business, then the elective must be a Heller College of Business course. Students may elect to do a maximum of two concentrations, although one concentration must be inside of the Heller College of Business. Students completing two concentrations will have the graduate elective waived and will complete a total of 43 credit hours.

Students must successfully complete BADM 401 within the first two semesters of enrollment. Students should also plan their programs of study so that all prerequisites are completed before enrolling in any course that has a prerequisite.

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<tr>
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<th>Credit Hours</th>
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<tbody>
<tr>
<td>BADM 401</td>
<td>GRADUATE BUSINESS ORIENTATION</td>
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Core Courses

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<tr>
<td>ACCT 405</td>
<td>ACCOUNTING FOR EXECUTIVES</td>
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<td>ECON 403</td>
<td>ECONOMICS FOR DECISION MAKERS</td>
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<td>FIN 408</td>
<td>FINANCE FOR DECISION MAKERS</td>
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<tr>
<td>INFS 401</td>
<td>INFORMATION RESOURCE MANAGEMENT</td>
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<thead>
<tr>
<th>Code</th>
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<tr>
<td>MGMT 403</td>
<td>QUANTITATIVE ANALYSIS FOR MANAGERS</td>
<td>3</td>
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<tr>
<td>MGMT 407</td>
<td>EXECUTIVE LEADERSHIP</td>
<td>3</td>
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<tr>
<td>MGMT 489</td>
<td>STRATEGIC MANAGEMENT – SINGLE BUSINESS ORGANIZATIONS</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 406</td>
<td>MARKETING STRATEGY: THEORY &amp; PRACTICE</td>
<td>3</td>
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Concentration
Three courses chosen from a single area 9

Elective
One graduate-level course approved by the academic advisor. 3

Total Credit Hours 37

Concentration Options within the College of Business

Accounting Concentration

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<tr>
<th>Code</th>
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<th>Credit Hours</th>
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<tbody>
<tr>
<td>ACCT 406</td>
<td>ISSUES IN ASSET VALUATION</td>
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<tr>
<td>ACCT 407</td>
<td>ISSUES IN INCOME DETERMINATION</td>
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<td>ACCT 433</td>
<td>PROFESSIONAL PRACTICE OF AUDITING</td>
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<tr>
<td>ACCT 442</td>
<td>ADVANCED COST &amp; MANAGERIAL ACCOUNTING</td>
<td>9</td>
</tr>
<tr>
<td>ACCT 447</td>
<td>INTERNATIONAL ACCOUNTING</td>
<td>9</td>
</tr>
<tr>
<td>ACCT 450</td>
<td>ACCOUNTING INFORMATION SYSTEMS</td>
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</tr>
<tr>
<td>ACCT 454</td>
<td>GOVERNMENTAL &amp; NONPROFIT ACCOUNTING</td>
<td>9</td>
</tr>
<tr>
<td>ACCT 456</td>
<td>FEDERAL TAXATION</td>
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<tr>
<td>ACCT 457</td>
<td>ADVANCED FEDERAL INCOME TAX &amp; RESEARCH</td>
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<td>ACCT 491</td>
<td>ACCOUNTING RESEARCH &amp; ANALYSIS</td>
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<td>PROFESSIONAL ACCOUNTING INTERNSHIP</td>
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<tr>
<td>ACCT 493</td>
<td>SEMINAR: THEORY &amp; CASES FINANCIAL MANAGEMENT</td>
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Total Credit Hours 9

Accounting Forensics Concentration

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<td>FRAUD EXAMINATION</td>
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<td>ACCT 473</td>
<td>FINANCIAL STATEMENTS AND FRAUD</td>
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<td>ACCT 474</td>
<td>ANTI-MONEY LAUNDERING</td>
<td>9</td>
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<tr>
<td>ACCT 475</td>
<td>COMPUTER FORENSICS &amp; AUDITING</td>
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<tr>
<td>ACCT 477</td>
<td>TOPICS IN BUSINESS FORENSICS</td>
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<tr>
<td>ACCT 492</td>
<td>PROFESSIONAL ACCOUNTING INTERNSHIP</td>
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Total Credit Hours 9
### Business Administration, MBA

#### Finance Concentration

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<td>INTERNATIONAL FINANCIAL ANALYSIS</td>
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<tr>
<td>FIN 482</td>
<td>THEORY &amp; CASES FINANCIAL MANAGEMENT</td>
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<tr>
<td>FIN 483</td>
<td>CAPITAL MARKETS &amp; FINANCIAL INSTITUTIONS</td>
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<tr>
<td>FIN 485</td>
<td>INVESTMENT THEORY</td>
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<tr>
<td>FIN 487</td>
<td>DERIVATIVES (Advanced Financial Instruments)</td>
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<tr>
<td>FIN 492</td>
<td>PROFESSIONAL FIN INTERNSHIP</td>
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<tr>
<td>FIN 495</td>
<td>FINANCE INDEPENDENT STUDY</td>
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Total Credit Hours: 9

#### Hospitality & Tourism Management Concentration

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<tr>
<td>HOSM 410</td>
<td>APPLIED RESEARCH METHODS IN HOSPITALITY MANAGEMENT</td>
<td>3</td>
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<tr>
<td>HOSM 430</td>
<td>HOSPITALITY OPERATIONS ANALYSIS</td>
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Total Credit Hours: 9

#### Human Resource Management Concentration

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<td>HRM 400</td>
<td>STRATEGIC ISSUES IN HUMAN RESOURCES</td>
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<tr>
<td>HRM 405</td>
<td>LEGAL ISSUES IN HUMAN RESOURCE</td>
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<td>HRM 428</td>
<td>WORKPLACE DIVERSITY</td>
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<tr>
<td>HRM 430</td>
<td>EMPLOYEE BENEFITS</td>
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<td>HRM 432</td>
<td>LABOR AND EMPLOYEE RELATIONS</td>
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<td>HRM 434</td>
<td>EMPLOYEE SELECTION &amp; STAFFING</td>
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<td>HRM 438</td>
<td>COMPENSATION MANAGEMENT</td>
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<td>PROFESSIONAL HUMAN RESOURCE MANAGEMENT INTERNSHIP</td>
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<td>SEMINAR IN HUMAN RESOURCE MANAGEMENT</td>
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Total Credit Hours: 9

#### Information Systems Concentration

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<td>INFS 412</td>
<td>DATABASE SYSTEMS</td>
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<td>INFS 413</td>
<td>SEMINAR IN INFORMATION SECURITY</td>
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<tr>
<td>INFS 421</td>
<td>ACCOUNTING INFORMATION SYSTEMS</td>
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<tr>
<td>INFS 430</td>
<td>GLOBAL ISSUES IN INFORMATION SYSTEMS</td>
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Total Credit Hours: 9

#### International Business Concentration

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<tbody>
<tr>
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<td>INTERNATIONAL FINANCIAL ANALYSIS</td>
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<tr>
<td>INFS 430</td>
<td>GLOBAL ISSUES IN INFORMATION SYSTEMS</td>
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<tr>
<td>MGMT 452</td>
<td>INTERNATIONAL BUSINESS ENVIRONMENT ANALYSIS</td>
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</tr>
<tr>
<td>MKTG 456</td>
<td>INTERNATIONAL MARKETING ANALYSIS</td>
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Total Credit Hours: 9

#### Management Concentration

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<tbody>
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<td>MGMT 402</td>
<td>BUSINESS ANALYSIS</td>
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<td>MGMT 405</td>
<td>SOCIAL ENTREPRENEURSHIP I: CREATING THE VISION</td>
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<td>SOCIAL ENTREPRENEURSHIP II: IMPLEMENTATION</td>
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<tr>
<td>MGMT 421</td>
<td>OPERATIONS MANAGEMENT</td>
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<td>MGMT 423</td>
<td>BEHAVIORAL SCIENCE SYSTEM FOR MANAGEMENT</td>
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<td>BUSINESS PLAN &amp; STRATEGY NEW VENTURES</td>
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<td>MGMT 452</td>
<td>INTERNATIONAL BUSINESS ENVIRONMENT ANALYSIS</td>
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<tr>
<td>MGMT 470</td>
<td>ORGANIZATIONAL CHANGE AND DEVELOPMENT</td>
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<td>MGMT 488</td>
<td>PROJECT MANAGEMENT</td>
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<tr>
<td>MGMT 491</td>
<td>SPECIAL TOPICS IN MANAGEMENT</td>
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<tr>
<td>MGMT 492</td>
<td>PROFESSIONAL MANAGEMENT INTERNSHIP</td>
<td></td>
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<tr>
<td>MGMT 495</td>
<td>MANAGEMENT INDEPENDENT STUDY</td>
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Total Credit Hours: 9
## Marketing Concentration

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<tbody>
<tr>
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<td>COMMUNICATION &amp; CONSUMER BEHAVIOR</td>
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<td>MKTG 426</td>
<td>RESEARCH FOR MARKETING DECISIONS</td>
<td>3</td>
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<tr>
<td>MKTG 440</td>
<td>BUSINESS PLAN &amp; STRATEGY NEW VENTURES</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 456</td>
<td>INTERNATIONAL MARKETING ANALYSIS</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 492</td>
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Total Credit Hours: 9

## Real Estate Concentration

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<tr>
<td>REES 401</td>
<td>REAL ESTATE PROCESS</td>
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<td>REES 405</td>
<td>URBAN LAND ECONOMICS</td>
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<tr>
<td>REES 411</td>
<td>REAL ESTATE FINANCE AND INVESTMENT</td>
<td>3</td>
</tr>
<tr>
<td>REES 415</td>
<td>REAL ESTATE VALUATION</td>
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</tr>
<tr>
<td>REES 421</td>
<td>REAL ESTATE LAW</td>
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<tr>
<td>REES 431</td>
<td>REAL ESTATE MANAGMENT &amp; MARKETING</td>
<td>3</td>
</tr>
<tr>
<td>REES 441</td>
<td>REAL ESTATE DESIGN &amp; FEASIBILITY</td>
<td>3</td>
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<tr>
<td>REES 451</td>
<td>PROJECT/PRIVATE DEVELOPMENT</td>
<td>3</td>
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<td>REES 461</td>
<td>REAL ESTATE DEVELOPMENT</td>
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<td>REES 492</td>
<td>PROFESSIONAL REAL ESTATE INTERNSHIP</td>
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<td>REES 493</td>
<td>SPECIAL TOPICS IN REAL ESTATE</td>
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Total Credit Hours: 9

## Social Entrepreneurship Concentration

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<tr>
<td>MKTG 440</td>
<td>BUSINESS PLAN &amp; STRATEGY NEW VENTURES</td>
<td>3</td>
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<tr>
<td>SENT 405</td>
<td>SOCIAL ENTREPRENEURSHIP: CREATING THE VISION</td>
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<td>SENT 406</td>
<td>SOCIAL ENTREPRENEURSHIP: IMPLEMENTATION</td>
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Total Credit Hours: 9

## Examples of Concentration Options outside of the College of Business

### Economics Concentration

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<tr>
<td>PADM 408</td>
<td>TOPICS IN POLICY MAKING</td>
<td>3</td>
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<tr>
<td>PADM 450</td>
<td>HEALTH, ILLNESS, &amp; MEDICINE IN AMERICAN SOCIETY</td>
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<tr>
<td>PADM 451</td>
<td>INTRODUCTION HEALTH SERVICES</td>
<td>3</td>
</tr>
<tr>
<td>PADM 453</td>
<td>MEDICAL ETHICS AND THE LAW</td>
<td>3</td>
</tr>
<tr>
<td>PADM 455</td>
<td>MANAGING AND MARKETING INTERGRATED HEALTH SYSTEMS</td>
<td>3</td>
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<td>PADM 456</td>
<td>ECONOMIC ISSUES HEALTH SERVICE MANAGEMENT</td>
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<td>PADM 458</td>
<td>MARKETING HEALTH MANAGEMENT</td>
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Total Credit Hours: 9

### Health Services Administration Concentration

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<td>TOPICS IN POLICY MAKING</td>
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<tr>
<td>PADM 450</td>
<td>HEALTH, ILLNESS, &amp; MEDICINE IN AMERICAN SOCIETY</td>
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</tr>
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<td>PADM 451</td>
<td>INTRODUCTION HEALTH SERVICES</td>
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<td>PADM 453</td>
<td>MEDICAL ETHICS AND THE LAW</td>
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<td>MANAGING AND MARKETING INTERGRATED HEALTH SYSTEMS</td>
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<td>PADM 459</td>
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Total Credit Hours: 9

### Industrial/Organizational Psychology Concentration

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<td>PSYC 463</td>
<td>PERSONNEL PSYCHOLOGY</td>
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<td>PSYC 660</td>
<td>EMPLOYMENT TESTING</td>
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<td>PSYC 661</td>
<td>QUESTIONNAIRE DEVELOPMENT</td>
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<td>PSYC 662</td>
<td>CONFLICT RESOLUTION IN ORGANIZATIONS</td>
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<td>PSYC 663</td>
<td>SPECIAL TOPICS: INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY</td>
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<tr>
<td>PSYC 664</td>
<td>JOB ANALYSIS &amp; PERFORMANCE MANAGEMENT</td>
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<td>PSYC 665</td>
<td>OCCUPATIONAL HEALTH PSYCHOLOGY</td>
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<td>PSYC 666</td>
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<td>PSYC 668</td>
<td>ORGANIZATIONAL ASSESSMENT/DEVELOPMENT</td>
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<td>PSYC 669</td>
<td>INSTRUCTIONAL DESIGN/DEVELOPMENT</td>
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<td>PSYC 670</td>
<td>APPLIED PSYCHOLOGICAL MEASUREMENT</td>
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<td>PSYC 671</td>
<td>DIVERSITY IN ORGANIZATIONS</td>
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<td>PSYC 672</td>
<td>ORG CULTURE, PERS. STRATEGY</td>
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<tr>
<td>PSYC 673</td>
<td>CONSULTING SKILLS</td>
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Total Credit Hours: 9

## Integrated Marketing Communications Concentration

MBA candidates who wish to concentrate on Integrated Marketing Communications (IMC) must take the following classes in sequence:
**Business Administration, MBA**

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<thead>
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<th>Code</th>
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<tbody>
<tr>
<td>IMC 409</td>
<td>METHODS OF IMC</td>
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<tr>
<td>IMC 446</td>
<td>BRAND PLANNING AND MESSAGE STRATEGY</td>
<td>3</td>
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Choose one 400-level IMC course (Excluding: IMC 401, IMC 480, and IMC 499

Total Credit Hours 9

MBA students are not allowed to take any IMC classes for which they do not have the prerequisites. MKTG 406 MARKETING STRATEGY: THEORY & PRACTICE is accepted as a substitute for IMC 401 BRAND MARKETING AND COMMUNICATIONS.

**Training and Development Concentration**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>TRDV 400</td>
<td>INTRODUCTION TO TRAINING &amp; DEVELOPMENT</td>
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<tr>
<td>TRDV 411</td>
<td>INSTRUCTIONAL METHODS &amp; DELIVERY</td>
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<tr>
<td>TRDV 450</td>
<td>LEARNING TECHNOLOGIES</td>
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</table>

Total Credit Hours 9

Your degree map is a general guide suggesting courses to complete each term on the academic pathway to your degree. It is based on the most current scheduling information from your academic program. Your program's degree map is reviewed annually and updated as schedules change (although you retain the same course requirements as long as you are continuously enrolled in your degree program).

Always work closely with your academic advisor to understand curriculum requirements and scheduling, as each student's academic plan can look slightly different. No more than two grades of C (not C-) may be applied toward the 36 hours used for the degree. A graduate course can only be repeated once; no more than two courses can be repeated.

**Year 1**

<table>
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<tr>
<th>Fall</th>
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<td>1 MGMT 403</td>
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<td>ACCT 405</td>
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<td>MKTG 406</td>
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<tr>
<td>ECON 403, MGMT 403,</td>
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<td>INFS 401, MGMT 407,</td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>3 INFS 401, MGMT 407,</td>
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Total Credit Hours 10

**Year 2**

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Total Credit Hours 6

**Year 3**

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Total Credit Hours 6

Your degree map is a general guide suggesting courses to complete each term on the academic pathway to your degree. It is based on the most current scheduling information from your academic program. Your program's degree map is reviewed annually and updated as schedules change (although you retain the same course requirements as long as you are continuously enrolled in your degree program).

Always work closely with your academic advisor to understand curriculum requirements and scheduling, as each student's academic plan can look slightly different. No more than two grades of C (not C-) may be applied toward the 36 hours used for the degree. A graduate course can only be repeated once; no more than two courses can be repeated.

1. BADM 401, ACCT 405, and MGMT 403 are prerequisites for FIN 408
2. FIN 408, MKTG 406, ECON 403, BADM 401, ACCT 405, and MGMT 403, are prerequisites for MGMT 489
3. if ECON 403 or MGMT 403 taken in Semester 1, replace here with INFS 401 or MGMT 407