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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

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# College of Business Administration

Dean: Stephanie M. Bryant

Associate Deans: Dave B. Meinert, Elizabeth Rozell

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## Academic Units

- [Business Administration](#)
- [School of Accountancy](#)
- [Department of Computer Information Systems](#)
- [Department of Fashion and Interior Design](#)
- [Department of Finance and General Business](#)
- [Department of Management](#)
- [Department of Marketing](#)
- [Department of Technology and Construction Management](#)

## Master of Business Administration

*(includes accelerated master's opportunity)*

Elizabeth Rozell, Director of MBA Program

*Master of Science in Education, Secondary Education*

## School of Accountancy

John R. Williams, Director

Kerri Tassim, MAcc Graduate Coordinator

*Master of Accountancy (includes accelerated master's opportunity)*

*Forensic Accounting Graduate Certificate*

### *Tax Accounting Graduate Certificate*

## **Department of Computer Information Systems**

Jerry M. Chin, Department Head

Shannon McMurtrey, Graduate Director

*Master of Science in Computer Information Systems*

## **Department of Fashion and Interior Design**

Shawn Strong, Interim Department Head

*Master of Science in Education, Secondary Education*

## **Department of Finance and General Business**

Kent P. Ragan, Department Head

## **Department of Management**

Barry L. Wisdom, Department Head

D. Mike Leibert, Graduate Director, MHA Program

*Master of Health Administration*

## **Department of Marketing**

Ronald L. Coulter, Interim Department Head

## **Department of Technology and Construction Management**

Shawn Strong, Department Head

Neal Callahan, Graduate Director

*Master of Science, Project Management(includes accelerated master's opportunity)*

*Master of Science, Administrative Studies: Project Management Option*

*Graduate Certificate in Project Management*

## **Vision, Mission, and Value Statements**

### **Vision**

The College of Business Administration at Missouri State University seeks to be recognized as one of the leading Colleges of Business in the state of Missouri and in the Midwest region of the United States.

### **Mission**

The College of Business Administration is committed to effectively developing educated persons in the business disciplines with a broad understanding of public affairs. This will be accomplished by providing students, primarily from Missouri, with knowledge, skills and values to succeed and adapt in a global economy, by encouraging faculty to focus on applied intellectual contributions and convey the results to the wider academic and business community, and by building effective partnerships with global institutions, industry, the public and our colleagues.

### **Shared Values and Guiding Principles**

We value ethical behavior. We believe in consistently practicing honesty and professional ethics in all aspects of the work we

do. We believe it is extremely important to promote ethical behavior in our students, faculty, administrators and staff.

We value our students. We believe in providing a high quality educational environment that facilitates learning through students' interactions with faculty, staff and administrators. We believe it is important to instill a commitment to lifelong learning in our students.

We value our faculty, staff and administrators. We believe in nurturing and supporting a collegial environment for faculty, staff and administrators that is supportive of our individual and collective educational efforts. While we recognize, support and applaud differing viewpoints, we strive to maintain a decision-making process that considers alternative views before decisions are made.

We value our research endeavors. We believe our scholarship should be directed at discovery of new ideas and applying knowledge to support improvement in business, educational processes, and community and social issues.

We value our community and our region. We believe in developing programs that support our community and region. As the largest College of Business Administration in the region and as a state-supported institution, we strive to provide organizations with serious, well-prepared students and to make available various support functions to help businesses to be more successful in their dynamic environments.

We value continuous improvement. We believe in individual and collective efforts that support the College mission; we will strive for continuous improvement. By committing to continuous improvement over time, we will take areas that need attention and ultimately make them strengths, and take existing strengths and further increase the College's points of differential advantage.



Last Modified: July 9, 2012

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## Business Administration

Glass Hall, Room 223, Phone: (417) 836-5616

Email: [mbaprogram@missouristate.edu](mailto:mbaprogram@missouristate.edu)

Website: <http://www.mba.missouristate.edu/>

Director: Elizabeth Rozell

### Programs

## Master of Business Administration

### Program Description

The Master of Business Administration (MBA) degree is a College of Business Administration degree with courses taken in various departments. The program is specifically designed for students who hold undergraduate degrees in Arts, Science, Engineering, and Law, as well as for students who hold Baccalaureate degrees in Business Administration. The program will provide the background knowledge necessary for professional practice in the field of business. Students with little undergraduate work in business will normally require five semesters to complete the program. Students with appropriate prior academic preparation in business and economics may complete the program in one calendar year.

The MBA is accredited by the AACSB International - The Association to Advance Collegiate Schools of Business.

### Admission

Qualified applicants may enter the MBA program at the beginning of any semester. Admission to the MBA program is granted to students who fulfill the following provisions.

1. The student must have received a Bachelor's or Master's degree from a regionally accredited college or university.
2. The applicant must meet the following performance standards:
  - a. A GPA of at least 2.75 for the last 60 hours of academic work;
  - b. A Graduate Management Admission Test (GMAT) composite score of at least 400. Arrangements for taking the GMAT can be made by calling Pearson Professional Centers at (800) 717-4628 or by visiting [their website](#).

NOTE: With the approval of the Director of the MBA program, recent scores from other national standardized tests for graduate study such as the Graduate Records Examination (GRE) may be deemed equivalent. In these instances, equivalent test scores can be used to meet minimum GMAT score requirements (above) and can be used in formula

calculations for admission purposes. A [GMAT to GRE Conversion Chart](#) is available.

- c. A minimum value of 1,000 based on the following formula —  $(200 \times \text{GPA in last 60 hours}) + \text{GMAT score}$ ;
- d. A minimum score in the 20<sup>th</sup> percentile for both the verbal and the written components of the GMAT. Applicants meeting performance standards “a”, “b”, and “c”, but not standard “d” can be admitted conditionally to the MBA program pending completion of the Speak Test, an essay test (graded on the CUNY Scale), and a grammar test. These tests will be administered to conditionally admitted students during the MBA Orientation Program prior to the beginning of each semester.
  - i. Conditionally admitted students attaining the scores indicated below will be fully admitted to the MBA Program: Speak Test = 40 or greater; essay test = 4.0 or greater on the CUNY Scale; and grammar test = 70% or greater correct.
  - ii. Conditionally admitted students attaining the scores indicated above on one or two of the tests may be given permission to enroll in a limited number of MBA classes pending approval by the MBA Program Director of a plan to correct any communication deficiency. When it has been demonstrated that all deficiencies have been removed, full admission to the MBA Program will be granted.
  - iii. Requirement “d” can be waived if the applicant successfully completes the Missouri State University English Language Institute (see below for more information).
3. Students who do not meet the normal admission requirements, but who possess high promise (usually based upon a successful record of managerial performance at increasing levels of responsibility) may be considered for admission.

## GMAT preparation course

MSU's International Center's English Language Institute offers a GMAT preparation course each semester. The price of the course is \$350 (subject to change). For additional information, contact 417-836-6540 or visit <http://international.missouristate.edu/88699.htm>.

## Unclassified admission

Students who meet general Graduate College requirements, but have not fulfilled all requirements to enter the MBA program, may be admitted to the Graduate College as a “Graduate student - unclassified.” This status will allow a student to enroll in an absolute maximum of 9 graduate hours before being fully admitted to the MBA program. All courses at the 600-level or higher are considered graduate hours.

## Computer application competency

Students entering the Master's of Business Administration program are expected to be proficient in the use of word processing, database, and spreadsheet software. No coursework is required to fulfill this criterion. Knowledge derived from professional or personal experience will qualify. If a student feels that he or she does not have the necessary base of knowledge to fulfill this requirement, there are various resources available on campus, such as self-paced tutorials and hands-on programs that would be helpful to increase computer knowledge and experiences.

## International applicants

Applicants from foreign countries whose native language is not English are required to submit scores on the Test of English as a Foreign Language (TOEFL). Normally, TOEFL scores of 550 on the paper-based or a comparable score of 213 on the computer-based TOEFL are required.

## English Language Institute

The English Language Institute (ELI) began classes in June 1996 with five students. Since that time, the program has experienced continued growth and now serves more than 150 students, most of whom are preparing for study in undergraduate or graduate programs at Missouri State University. The ELI offers five levels of study in core areas of writing, grammar, reading/vocabulary, academic listening skills, and speaking pronunciation classes. Through an intensive twenty-five hours per week, students have the opportunity to

prepare for the language challenges of American classrooms. The focus of the English Language Institute, therefore, is to equip ESL students with the necessary language skills to achieve success in the degree program of their choice and to enhance their potential for future employment after graduation.

For more information, please contact: Director, English Language Institute, 301 S Jefferson, Springfield, MO 65806, USA, Phone (417) 836-6540, Fax (417) 836-4784, email [JaneRobison@missouristate.edu](mailto:JaneRobison@missouristate.edu) or [ELI@MissouriState.edu](mailto:ELI@MissouriState.edu). You may also visit the ELI Website at <http://international.missouristate.edu/eli>

## Foundation Courses

The MBA program requires 24 hours of foundation courses. This foundation is composed of the following eight graduate-level courses which are designed to provide accelerated coverage of the knowledge base necessary for students to benefit most from the MBA curriculum:

Course Code	Course Title	Credit Hours
<a href="#"><u>ACC 600</u></a>	Accounting Concepts for Managers	3 hrs
<a href="#"><u>CIS 600</u></a>	Information Systems in Business Organizations	3 hrs
<a href="#"><u>ECO 600</u></a>	Fundamentals of Economics	3 hrs
<a href="#"><u>FIN 600</u></a>	Managerial Finance	3 hrs
<a href="#"><u>MGT 600</u></a>	Administrative, Organizational, and Operations Concepts for Managers	3 hrs
<a href="#"><u>MKT 600</u></a>	Marketing Concepts for Managers	3 hrs
<a href="#"><u>QBA 600</u></a>	Statistical Methods in Business Research	3 hrs
<a href="#"><u>LAW 600</u></a>	Legal Environment for Business Managers	3 hrs
	Total	24 hrs

Upon evaluation of baccalaureate degree transcripts, some or all of these courses may be waived, particularly for students holding an undergraduate degree in business.

Seven of the foundation courses are now available once each year via the Internet. These online courses do not have a campus component and can be completed entirely from the student's location. Contact the MBA Program Director regarding questions about these courses. To enroll in one or more of the online courses, call Missouri State Outreach at 1-877-678-2005.

Those considering entering the MBA program are encouraged to email [mbaprogram@missouristate.edu](mailto:mbaprogram@missouristate.edu) with an unofficial copy of transcripts, requesting a transcript analysis by the MBA Program Director.

## Degree Requirements

With foundation courses met, the MBA degree requires a minimum of 33 semester hours of graduate credit composed of:

Core Requirements	24 hours
Other Requirements	9 hours
Total	33 hours

### 1. Core Requirements - 24 hours

Course Code	Course Title	Credit Hours
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<u>*ACC 711</u>	Managerial Accounting**	3 hrs
<u>*CIS 761</u>	Management Information Systems	3 hrs
<u>*FIN 780</u>	Advanced Financial Management	3 hrs
<u>*MGT 764</u>	Organizational Behavior	3 hrs
<u>MGT 767</u>	Organization Strategy and Policy	3 hrs
<u>*MKT 772</u>	Marketing Management	3 hrs
<u>*QBA 775</u>	Quant. Methods in Business Decision Making	3 hrs
	Select one course from <u>FIN 682</u> ***, <u>MGT 747</u> ***, or <u>MKT 774</u>	3 hrs

\*Students whose undergraduate major is in a MBA core course discipline must consult with the MBA Program Director to determine if they should substitute another 600- or 700-level course in the College of Business for the core course in that discipline.

\*\*Students who have completed Managerial Cost Accounting must consult with the MBA Program Director to select an appropriate substitute course.

\*\*\*Students who have already taken FIN 582 or MGT 447 must consult with the MBA Program Director for an appropriate substitute course.

## 2. Other Requirements - 9 hours\* \*

*Seminar* (A Seminar Course is required) - 3 hrs

Most students will select from CIS 790, FIN 790 or FIN 787), MGT 790, MKT 790 (or MKT 770), although other courses may be acceptable.

*Area of Concentration Options* - 6 hours:

In consultation with the MBA Director, students may select one of the following areas of concentration:

FINANCE - FIN 790 (or FIN 787), plus two more FIN graduate courses

MANAGEMENT - MGT 790, plus two more MGT graduate courses

MARKETING - MKT 790 (or MKT 770) plus two more MKT graduate courses

COMPUTER INFORMATION SYSTEMS - CIS 790, plus two more CIS graduate courses

\*\* No more than 6 hours of 600-level courses may be applied to the degree program.

## 3. Research

Students are expected to demonstrate research and writing proficiency appropriate to the business environment. Significant written projects are required within each of the core courses. In lieu of the required seminar course and one other course from the area of concentration, a student may complete a thesis for 6 hours of credit.

## Executive MBA Option (EMBA)

When offered to a select group of students, typically a cohort, with significant business experience, the MBA Program may be presented in a format referred to as the Executive MBA Option or the EMBA. From a curricular viewpoint, the EMBA would be structured in the same way as the traditional MBA, however, the presentation format of core and elective courses will be designed in such a way as to maximize the benefit to working business professionals.

GMAT/GRE scores are not required for admission to the EMBA, however, the applicant would need to provide documentation verifying

at least 5 years of business experience.

For EMBA students, prerequisite requirements for the core program courses can be satisfied through appropriate prior coursework, relevant business experience or by an individualized study program developed and supervised by the EMBA Program Director.

The credit hour costs for classes taken by students enrolled in the EMBA program are assessed at a higher rate than the traditional MBA offerings due to additional expenditures associated with the program.

## Admission Requirements

Completion of a regionally accredited undergraduate degree.

1. Completion of 5 or more years of business/professional experience.

## Accelerated Master's Degree Option

Undergraduate majors in the College of Business Administration may apply for admission to the Master of Business Administration program during the second semester of their junior year. If accepted, up to 6 hours of 600- or 700-level COBA classes taken in the senior year may be counted toward both the undergraduate and graduate degrees. As an MBA graduation requirement, students exercising the accelerated MBA option will be required to have had one year of professional experience or a 3 hour internship.

Before enrolling in a course that will apply to both the undergraduate program and the master's program, an undergraduate student must:

- Be accepted into the accelerated program.
- Receive prior approval from the graduate advisor, department head of the undergraduate program, and the Dean of the Graduate College. This is done by using a mixed credit form.

Acceptance into the program and all approvals must be completed prior to the end of the Change of Schedule Period for the course(s). See the Graduate College for further information.

## Admission Requirements

- Completion of 80 or more hours at time of application
- An overall GPA of 3.00 or better
- A score of 450 or better on the Graduate Management Admissions Test (GMAT)

## Academic Standing

A student who fails to attain a 3.00 GPA after completing the approved program may enroll for additional course work not to exceed 6 semester hours to raise the GPA. The course work will be approved by the Director of the MBA Program and the Dean of the College of Business Administration.

The maximum class load for a full-time student is normally 12 hours per semester. An overload is permitted only after students have demonstrated their ability to achieve an outstanding graduate record at this university. Students employed in a full-time job should not enroll for more than 6 semester hours.

All other University and Graduate College requirements governing grading and attendance will apply.

To enroll in graduate courses in the College of Business Administration, a student must satisfy one of the two conditions listed below:

1. be admitted to a graduate program in the College of Business Administration, or
2. have permission to enroll from the Director of the MBA Program.



Students who do not meet one of these two conditions will be dropped from the course(s) at any time during the session involved.

## Master of Science in Education, Secondary Education: Business Area of Emphasis

Contact Dr. Glenna Vanderhoof, CIS department, and see program requirements for the M.S.Ed., Secondary Education under Interdisciplinary Graduate Programs.

### College of Business Administration Requirements

Students must have undergraduate preparation in, or the equivalent of, the following core requirements.

Course Title	Credit Hours
Basic Statistics	3 hrs
Principles of Accounting	6 hrs
Basic Business Law	4 hrs
Principles of Finance	3 hrs
Principles of Economics	6 hrs
Management Theory	3 hrs
Principles of Marketing	3 hrs
Computer Information Systems	3 hrs
Word Processing	3 hrs
Total	34 hrs

### Business Requirements

Course Code	Course Title	Credit Hours
<a href="#"><u>BSE 696</u></a>	Problems in Business Education	3 hrs
<a href="#"><u>BSE 705</u></a>	Curriculum Construction in Business Education	3 hrs
<a href="#"><u>MGT 706</u></a>	Organizational Communication	3 hrs
<a href="#"><u>BSE 710</u></a>	Improvement of Instruction in Business Education	3 hrs
	Additional College of Business Administration course work	3 hrs
	Total	15 hrs

Last Modified: July 18, 2012



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## School of Accountancy

Glass Hall, Room 439, Phone: (417) 836-5414, Fax: (417) 836-5164

Email: [Accountancy@missouristate.edu](mailto:Accountancy@missouristate.edu)

Website: <http://www.missouristate.edu/SOA>

Director: John R. Williams

## Faculty

Professor: David B. Byrd, Sandra D. Byrd, Sidney R. Ewer, Olen L. Greer, Lester E. Heitger, James C. Lampe, Debra H. Oden, Stevan K. Olson, George Schmelzle

Associate Professor: Phillip D. Harsha, Anthony C. Keller, Carl E. Keller, Jr., Geanie W. Margavio, John R. Williams

Assistant Professor: Paul A. Ashcroft

Emeritus Professor: Ronald R. Bottin, Kenneth W. Brown, Radie G. Bunn, Michael J. Cerullo, Margaret Virginia Cerullo, Kurt E. Chaloupecky, Jon R. Nance, Richard L. Nichols

## Programs

### Master of Accountancy

Kerri Tassin, MAcc Program Director

Glass Hall, Room 443 Phone (417) 836-6689

[KerriTassin@missouristate.edu](mailto:KerriTassin@missouristate.edu)

### Mission Statement of the School of Accountancy

The School of Accountancy (SOA) cultivates a comprehensive, high quality accounting environment, serving graduate and undergraduate accounting majors, business majors, and other interested persons. Student development is the School's top priority, and the primary responsibility of a full-time faculty engaged with its students. Accordingly, the faculty encourages interaction with students in the classroom, during office visits and through other school, college and university programs. Faculty members are also engaged in productive scholarship and meaningful service and interaction with the accounting profession, the University, and the larger community. The SOA acknowledges that the teaching, research, and service are integrated, complementary activities. These scholarly endeavors advance knowledge, foster an attitude of inquiry, meet the needs of society and contribute to student learning.

### Program Description

The Master of Accountancy (MAcc) is intended to articulate with the undergraduate program to provide an integrated five-year educational experience, with the objective of preparing the graduate for a successful career in public, private, or governmental accounting, or for pursuing a doctoral degree. It also meets the “150-hour” education requirement to sit for the CPA examination and for membership in the American Institute of Certified Public Accountants.

An *accelerated option* is available for eligible Missouri State University undergraduate accounting majors. Students must apply during the second semester of their junior year. If accepted, up to 6 hours of 600-700 level accounting courses may be counted toward both the undergraduate and graduate degrees. This option allows Missouri State University accounting majors to obtain both the Bachelor of Science and MAcc degrees in five years with a total of 152 semester hours rather than the normal 158 hours.

The MAcc program is accredited by AACSB International - The Association to Advance Collegiate Schools of Business.

## Admission - Traditional MAcc

1. The student must have received an undergraduate degree from a regionally accredited college or university.
2. The student must have attained a GPA of at least 3.20 for the last 60 hours of academic work and must have attained a GPA of at least 3.20 in upper-division accounting courses.

Undergraduate accounting courses must either have been successfully completed within the five years prior to entry to the MAcc Program, or the student must provide other evidence of current knowledge in undergraduate core topics. Otherwise, applicants may be required to repeat selected courses.

1. The student must achieve a minimum composite score of 500 on the Graduate Management Admissions Test (GMAT), and a minimum score of at least the 30<sup>th</sup> percentile for both the verbal and the quantitative components of the GMAT. With the approval of the Director of the MAcc program, recent scores from other standardized tests for graduate study, such as the Graduate Record Exam (GRE) or the Law School Aptitude Test (LSAT), may be deemed equivalent. This GMAT requirement may be waived for students having a GPA of 3.20 or better on their last 60 semester hours at an AACSB accredited school.
2. Students who do not meet the normal admission requirement, but who show an indication of high promise, will be considered for probationary admission.
3. All other University and Graduate College requirements for admission to a degree program will also apply.

## Admission - Accelerated MAcc

1. Completion of [ACC 301](#), [302](#), [311](#), [321](#) and [341](#) with a GPA of 3.20 or better.
2. An overall GPA of 3.20 or better.
3. The student must achieve a minimum composite score of 500 on the Graduate Management Admissions Test (GMAT), and a minimum score of at least the 30<sup>th</sup> percentile for both the verbal and the quantitative components of the GMAT. With the approval of the Director of the MAcc program, recent scores from other standardized tests for graduate study, such as the Graduate Record Exam (GRE) or the Law School Aptitude Test (LSAT), may be deemed equivalent. If a student has a GPA of 3.20 or better for the last 30 hours of academic work, the GMAT may be waived.
4. For a courses to be designated as Mixed Credit, the graduate advisor, undergraduate department head, and Graduate College Dean must approve by signing the Permission for Mixed Credit form. This form must be obtained prior to registering for the courses.

Qualified applicants may enter the program at the beginning of any semester. Arrangement for taking the GMAT can be made by calling Pearson GMAT Registration Center at 1-800-717-4628 or by writing to Graduate Management Admissions Test, Educational Testing Service, PO Box 6000, Princeton, NJ 08541. Application booklets are also available in the Counseling and Testing Center, Carrington Hall 311.

Applicants from foreign countries whose native language is not English are required to submit scores on the Test of English as a Foreign Language (TOEFL). Normally scores of 600 on the paper-based or a comparable score of 253 on the computer-based TOEFL are required for admission.

## Prerequisite Courses

The MAcc can accommodate students without undergraduate degrees in accounting. Deficiencies in a student's undergraduate business or accounting education must be removed by taking appropriate prerequisite courses. Those courses add to the number of hours required to complete the program. To determine the extent of deficiencies, students should contact the MAcc Program Director for a transcript analysis.

By completion of the MAcc Program, the student is expected to meet the common body of knowledge requirements of the AACSB International. These requirements involve course work in economics, statistics, computer information systems, finance, business law, management and marketing that is essentially equivalent to that required of Missouri State University undergraduate accounting majors.

## Degree Requirements Total 33 hrs

The Master of Accountancy degree requires a minimum of 33 hours of graduate credit. At least 24 of the 33 hours must be taken at the 700 level. Specific course and credit hour requirements follow.

1. Accounting Core 9 hrs  
[ACC 703](#), [790](#) and one from [ACC 705](#), [613](#)
2. Accounting Electives 15 hrs  
 With advisor approval, elect five accounting courses, with at least one course from each of the following four functional areas:
  - a. Financial ([ACC 604](#), [606](#), [632](#), [705](#))
  - b. Managerial/Cost ([ACC 613](#), [712](#), [715](#))
  - c. Tax ([ACC 624](#), [625](#), [721](#), [722](#), [723](#))
  - d. Auditing/Systems ([ACC 655](#), [656](#), [741](#), [750](#), [751](#), [752](#), [754](#))
3. Additional Electives 9 hrs  
 With advisor approval, elect three courses. Note: No more than a total of 3 credit hours from [ACC 695](#), [794](#), or [796](#) may be applied to the MAcc degree.
4. Research  
 Research projects may be required in any graduate accounting course. [ACC 703](#) will have a significant professional research component.

## Academic Standing

A student who fails to attain a 3.00 GPA after completing the approved program may enroll for additional course work not to exceed 6 semester hours to raise the GPA. The course work will be approved by the MAcc Program Director.

The maximum class load for a full-time student is normally 12 hours per semester. An overload is permitted only after students have demonstrated their ability to achieve an outstanding graduate record at this university. Students employed on a full-time job should not enroll for more than 6 semester hours.

All University and Graduate College requirements governing grading and attendance will apply. To enroll in graduate courses in the College of Business Administration, a student must satisfy one of the following two conditions:

1. be admitted to a graduate program in the College of Business Administration, or
2. have permission to enroll from the COBA Program Director.

Students who do not meet one of these two conditions may be dropped from the course(s) at any time during the session involved.

## Forensic Accounting Graduate Certificate Program

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### Program Description

The Forensic Accounting Certificate program provides a 12 hours graduate-level experience in the forensic accounting field. The program involves in depth study of forensic accounting and information technology topics, including fraud examination, litigation support, financial expert witnessing, business valuation, investigative data mining and others. Contact the Director of the School of Accountancy or the MAcc Program Director for additional information.

### Entrance Criteria

Candidates for the certificate program must be admitted to the University as a graduate student. The candidate should have a bachelor's degree in accounting and meet minimum admission criteria for the Master of Accountancy program. All course work must be approved by the MAcc Program Director.

### Required Courses (12 hrs)

Course Code	Course Title	Credit Hours
<u><a href="#">ACC 754</a></u>	Forensic Accounting: Litigation Support and Expert Witnessing	3 hrs
<u><a href="#">ACC 752</a></u>	Fraud Examination	3 hrs
<u><a href="#">ACC 751</a></u>	Information Systems Auditing	3 hrs
Select one of the following:		
<u><a href="#">ACC 741</a></u>	Advanced Accounting and Management Information Systems	3 hrs
<u><a href="#">ACC 750</a></u>	Advanced Auditing	3 hrs
<u><a href="#">ACC 794</a></u>	Internship (Forensic Accounting related)	3 hrs
<u><a href="#">ACC 796</a></u>	Independent Study (Forensic Accounting related)	3 hrs

### GPA Requirement

Students must have a B or better grade in each course.

## Graduate Certificate in Tax Accounting

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### Program Description

The Tax Accounting Graduate Certificate program provides a 12 hours graduate-level experience in the tax accounting field. The program involves in depth study of tax accounting topics, including individual taxation, corporate taxation, tax planning, applied tax problems and others. Contact the Director of the School of Accountancy or the MAcc Program Director for additional information.

### Entrance Criteria

Candidates for the certificate program must be admitted to the University as a graduate student. The candidate should have a bachelor's degree in accounting and meet minimum admission criteria for the Master of Accountancy program. All course work must be approved by the MAcc Program Director.

### Required Courses (12 hrs)

Course Code	Course Title	Credit Hours
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<u><b>ACC 721</b></u>	Advanced Tax Accounting	3 hrs
<u><b>ACC 722</b></u>	Public Service Tax Accounting	3 hrs
<u><b>ACC 723</b></u>	Tax Considerations for Decision Makers	3 hrs
Select one of the following:		
<u><b>ACC 625</b></u>	Individual Income Tax Assistance	3 hrs
<u><b>FIN 638</b></u>	Introduction to Estate Planning	3 hrs
<u><b>ACC 794</b></u>	Internship (Tax Accounting related)	3 hrs
<u><b>ACC 796</b></u>	Independent Study (Tax Accounting related)	3 hrs

## GPA Requirement

Students must have a B or better grade in each course.

## Accounting Courses

### ACC 600 Accounting Concepts for Managers

Prerequisite: permission of a director of COBA graduate program or the director of the MS in Administrative Studies program. Comprehensive study of the fundamentals of financial and managerial accounting. Designed for graduate students who have not had an undergraduate course in accounting. Will not be counted in the hours required for a COBA graduate degree. 3(3-0) F,S

### ACC 604 Advanced Accounting

Prerequisite: grade of "C" or better in ACC 302; and admitted to the MACC Program. Study of accounting for pensions, deferred taxes, business combinations, partnerships, and certain multicurrency accounting issues. May be taught concurrently with ACC 504. Cannot receive credit for both ACC 504 and ACC 604. 3(3-0) F,S

### ACC 606 International Accounting

Prerequisite: grade of "C" or better in ACC 302; and admitted to the MACC Program. Accounting practices in different nations; multi-national corporation and selected accounting problems. May be taught concurrently with ACC 506. Cannot receive credit for both ACC 506 and ACC 606. 3(3-0) F,S

### ACC 613 Managerial Cost Accounting II

Prerequisite: grade of "C" or better in ACC 311 and admitted to the MACC Program. A continuation of the topics examined in ACC 311. Specific topics covered include activity-based costing, strategic cost management, activity- and strategic-based responsibility accounting, quality costing, measurement and control of productivity, environmental cost management, cost-volume-profit analysis, activity resource usage, relevant costing, pricing and profitability analysis, capital investment decisions, and inventory management topics such as economic order quantity, just-in-time, and the theory of constraints. May be taught concurrently with ACC 513. Cannot receive credit for both ACC 513 and ACC 613. 3(3-0) S

### ACC 624 Tax Accounting II

Prerequisite: grade of "C" or better in ACC 321; and admitted to the MACC Program. Principles of federal tax accounting; research in income tax problems of partnerships and corporations; estate and gift tax problems of individuals. May be taught concurrently with ACC 524. Cannot receive credit for both ACC 524 and ACC 624. 3(3-0) F,S

### ACC 625 Individual Income Tax Assistance

Prerequisite: grade of "C" or better in ACC 321; and permission of instructor; and admitted to the MACC Program. To provide students with an opportunity to integrate intermediate tax accounting skills, critical thinking skills, communication skills, and research skills with



community service. This course provides service-learning experience in the preparation and review of actual individual income tax returns (both federal and state) as well as the social and ethical issues inherent in US tax policy. May be taught concurrently with ACC 525. Cannot receive credit for both ACC 525 and ACC 625. 3(1-4) S

#### ACC 632 Governmental and Not-For-Profit Organizational Accounting

Prerequisite: grade of "C" or better in ACC 301; and admitted to the MACC Program. Governmental and not-for-profit organizational accounting records and funds, budgeting, budget control, analysis and interpretation of financial statements. May be taught concurrently with ACC 532. Cannot receive credit for both ACC 532 and ACC 632. 3(3-0) F,S

#### ACC 653 Auditing

Prerequisite: grades of "C" or better in ACC 301 and ACC 302 and ACC 311 and ACC 321 and ACC 341 and ACC 470; and admitted to the MACC Program. Kinds of audits, the duties and obligations of the auditor, principles and procedures to be followed in conducting an audit. A grade of "C" or better is required in this course in order to take ACC 703, 750, 751, 752, 754 and 790. This course has a required assessment component. May be taught concurrently with ACC 553. Cannot receive credit for both ACC 553 and ACC 653. 3(3-0) F,S

#### ACC 655 Internal Auditing

Prerequisite: grade of "C" or better in ACC 341; and admitted to the MACC Program. Functions of internal audit, financial audit, and operations audit; importance of the changing professional status of the internal auditor. May be taught concurrently with ACC 555. Cannot receive credit for both ACC 555 and ACC 655. 3(3-0) D

#### ACC 656 Operational Auditing

Prerequisite: admitted to MACC Program. Primarily a case study approach covering nonfinancial audits of efficient and effective resource utilization, accomplishment of operational goals, adherence to laws and regulations, fraud prevention and detection, integrity and security of computer systems, and achievement of program goals. May be taught concurrently with ACC 556. Cannot receive credit for both ACC 556 and ACC 656. 3(3-0) D

#### ACC 688 Healthcare Accounting Concepts

The role of accounting in the financial and operational management of healthcare organizations is approached via an introduction to healthcare financial and managerial accounting principles. This course addresses the definition of financial accounting; external reporting; development and use of the income statement, balance sheet and statement of cash flows. The course also addresses the managerial accounting topics of cost behavior and allocation; accounting data for pricing and service decisions; planning and budgeting in healthcare organizations; analysis of financial condition; and selected topics in ethics. The course is a core requirement for Master of Health Administration students and may be of interest to students in other graduate programs. Note that ACC 688 cannot be substituted for ACC 711 in the MBA program and cannot be counted in the 33 semester hours required for the MAcc degree. 3(3-0) S,Su

#### ACC 695 Research Issues and Problems: Accounting

Prerequisite: permission of the School of Accountancy Director; and admitted to the MACC Program. Research issues and projects growing from particular needs which may require additional depth or breadth of study. Outline of study must be approved prior to enrolling. May be repeated to a total of 3 hours. May be taught concurrently with ACC 596. Cannot receive credit for both ACC 596 and ACC 695. 1-3, D

#### ACC 703 Seminar in Accounting Theory

Prerequisite: grade of "C" or better in ACC 653 or ACC 553; and admitted to the MACC Program. Critical evaluation and interpretation

of accounting theory. Completion of a significant research project. 3(3-0) F,S

#### ACC 705 Advanced Financial Accounting Problems

Prerequisite: grade of "C" or better in ACC 302; and grade of "C" or better in ACC 504 or ACC 604 or concurrent enrollment in ACC 504 or ACC 604; and admitted to MACC program. Case studies of the application of major authoritative financial accounting pronouncements to integrated financial accounting problems; emphasis on the impact of accounting pronouncements on financial reporting, the changing trend in accounting theory and the possible future development of accounting pronouncements. 3(3-0) F,S

#### ACC 711 Managerial Accounting

Prerequisite: grade of "C" or better in ACC 211 or ACC 206 or ACC 600; and admitted to MBA or MHA program. Role of accounting in improving the practice of business management; budgeting, accounting analysis, the behavior of costs, accounting control. This course will not be counted in the 33 semester hours required for the MACC degree. 3(3-0) F,S

#### ACC 712 Controllership and Communication

Prerequisite: grade of "C" or better in ACC 311 or in ACC 711; and admitted to the MACC Program. An in-depth examination of the leadership and communication challenges associated with being a controller and/or professional accountant. The written and oral communication skills required for success as a professional accountant will be developed. 3(3-0) F

#### ACC 715 Advanced Cost Accounting

Prerequisite: grade of "C" or better in ACC 613 or in ACC 513; and admitted to the MACC Program. An in-depth study of problems and contemporary issues in cost accounting. An introduction to selected quantitative techniques used by accountants to solve cost accounting problems. 3(3-0) S

#### ACC 721 Advanced Tax Accounting

Prerequisite: grade of "C" or better in ACC 321; and grade of "C" or better in ACC 624 or in ACC 524; and admitted to MACC program. Case study approach to develop tax research, analytical, and communication skills. Incorporated into the case studies are ethical and legal constraints within which tax practitioners are obligated to operate. 3(3-0) S

#### ACC 722 Public Service Tax Accounting

Prerequisite: permission of instructor; and admitted to MACC program. Students will learn theoretical foundations in public service tax accounting topics and develop skills; which will apply to practical situations that will help students be better citizens and employees. Students will assist low-income, elderly, and English as Second Language taxpayers in the community in identifying and meeting their tax rights and responsibilities. 3(2-3) S

#### ACC 723 Tax Considerations for Decision Makers

Prerequisite: grade of "C" or better in ACC 624 or in ACC 524; and admitted to MACC program. Tax course with emphasis on recognizing and understanding the importance of tax considerations in the process of making decisions in business and personal matters; developing a tax institution to anticipate and understand the effect of prospective tax law changes; examining U.S. tax policy issues; and motivating students to a lifetime of learning by engaging them in independent study. 3(3-0) F

#### ACC 731 Control of Non-Profit Organizations

Prerequisite: grade of "C" or better in ACC 311 or in ACC 711; and admitted to MACC program. Case study approach to financial control in non-profit organizations. Special emphasis is on governmental and health care organizations, although other non-profit organizations are also studied. 3(3-0) D

## ACC 741 Advanced Accounting and Management Information Systems

Prerequisite: grade of "C" or better in ACC 341; and admitted to MACC program. Application of the concepts of systems design and implementation. Study of the attributes of accounting information systems and their relationship with management information systems. Functions of accounting information systems including data collection and transmission, internal controls, data organizations and storage, processing data, and information retrieval and display. Characteristics and applications of both manual and automated information systems. 3(3-0) F

## ACC 750 Advanced Auditing

Prerequisite: grade of "C" or better in ACC 653 or in ACC 553; and admitted to MACC program. External auditing procedures; implementing auditing standards; verifying adherence to generally accepted accounting principles; importance of the auditor's attest function. 3(3-0) F,S

## ACC 751 Computer Forensics and IT Auditing

Prerequisite: grade of "C" or better in ACC 653 or in ACC 553; and admitted to MACC program. A study of information systems controls; auditing around, through, and with the computer; auditing advanced computer systems, spreadsheets and other fourth generation language applications. Hands-on computer auditing projects will be integrated into the course. 3(3-0) S

## ACC 752 Fraud Examination

Prerequisite: grade of "C" or better in ACC 653 or in ACC 553; and admitted to MACC program. An in-depth study of the fraud examination process, including fraud prevention, detection, investigation, and management and employee fraud, and the legal aspects of fraud. Case studies are used extensively throughout the course. 3(3-0) D

## ACC 754 Forensic Accounting: Litigation Support and Expert Witnessing

Prerequisite: grade of "C" or better in ACC 653 or ACC 553; and admitted to MACC program. This course explores one of the major areas of practice in forensic accounting. The course provides an in-depth investigation into the world of accounting litigation support and financial expert witnessing. The course requires students to actively participate in case analysis, development of expert reports, deposition testimony, and trial testimony. Students are exposed to the legal issues that impact on their role as an expert witness. 3(3-0) F,S

## ACC 790 Seminar in Accounting

Prerequisite: grade of "C" or better in ACC 653 or ACC 553; and admitted to MACC program. Critical evaluation and interpretation of the current research and professional literature in accounting. Study of ethical and institutional features of the accounting environment. Completion of a significant research project. 3(3-0) F,S

## ACC 794 Internship: Accounting

Prerequisite: 12 graduate credit hours of accounting courses; and permission of instructor; and admitted to MACC program. In consultation with the coordinating professor, the student is engaged in first-hand experience with a business, organization, or other professional entity. A portfolio of assigned work shall be collected, examined, and evaluated during the semester. 3(3-0) D

## ACC 796 Independent Study-Accounting

Prerequisite: permission of instructor; and admitted to the MACC program. In consultation with coordinating professor, student selects for intensive study of a specific area of concern related to the student's program, with emphasis on research. 1-3 D

## ACC 797 Special Topics in Accounting

Prerequisite: 9 graduate hours of accounting courses; and admitted to the MACC program. In-depth study of contemporary topics in accounting. Each offering concerns a single topic. May be repeated with departmental permission to a total of 9 hours. 1-3, D

## ACC 799 Thesis

Prerequisite: permission of instructor; and admitted to the MACC program. Independent research and study connected with preparation of thesis. 1-6 D



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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

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## Department of Computer Information Systems

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Senior Instructor: Shannon McMurtrey

Emeritus Professor: James T. Brown, E. Reed Doke, Chung S. Kim, Heidi Perreault, Jean C. Swanson

### Programs

#### Master of Science in Computer Information Systems

Shannon McMurtrey, Graduate Director

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#### Program Description

The Master of Science in Computer Information Systems provides relevant and timely graduate education to information systems professionals. It is intended for experienced professionals who need increased skills in the effective management, development and implementation of information systems in organizations. Building upon work experience, the program uses a combination of intensive on-campus learning sessions and extensive distance-learning assignments to deliver a high-quality graduate learning experience to students. The result is a program which develops the effective organizational, leadership and job-specific skills needed by members of the fast-paced information systems field.

The credit-hour costs for classes taken by students enrolled in the MS in CIS program are assessed at a higher rate than other graduate programs. The current rate is \$410 per credit hour.

The MS in CIS program is accredited by AACSB International - The Association to Advance Collegiate Schools of Business.

## Entrance Requirements

The Master of Science in Computer Information Systems is open to persons with the following qualifications.

1. At least three years of information systems work experience.
2. At least one course from an institution of higher learning in each of the areas of database, systems analysis and design, and programming.
3. A GPA of at least 2.75 for the last 60 hours of academic work. In addition, students must have attained a score of at least 450 on the Graduate Management Admissions Test (GMAT) or a comparable percentage rank score on the Graduate Record Examination (GRE).
4. A background in business administration including exposure to accounting, finance, management, marketing, and economics. These business requirements will be waived if the student has an undergraduate or graduate degree in business administration or courses equivalent to at least nine credits in three different areas of business. The Graduate Director will determine if the student has the necessary background.

Applicants who do not meet the normal admission requirements, but who show an indication of high promise, will be considered by the Program Director for probationary admission on a case-by-case basis.

Program course work is offered in a lock-step sequence in which each cohort (20-25 students) completes the program together. Students may start their program any semester in which a new cohort begins.

## Degree Requirements (minimum 36 hrs)

The Master of Science in Computer Information Systems is a 36 credit-hour program. Course loads are nine hours per semester for four semesters. Students must complete a minimum of ten courses (30 credit hours) in the MS in CIS degree program as part of the residence requirement. Up to 6 semester hours of graduate work can be transferred from another accredited graduate school and applied to the MS in CIS degree requirements. All transfer credit must be approved by the Program Director. Typical course sequence and course loads are as follows:

MS CIS course offerings up to 36 credit hours:

Course Code	Course Title
<a href="#"><u>CIS 732</u></a>	Strategic IT Planning
<a href="#"><u>CIS 734</u></a>	Staffing the Information Systems Function
<a href="#"><u>CIS 736</u></a>	Data Communications and Information Assurance Management
<a href="#"><u>CIS 738</u></a>	Information System Project Management
<a href="#"><u>CIS 744</u></a>	Information System Management
<a href="#"><u>CIS 742</u></a>	Management of End User Computing
<a href="#"><u>CIS 740</u></a>	Comparative Systems Development Methodology
<a href="#"><u>CIS 746</u></a>	Data Management
<a href="#"><u>CIS 747</u></a>	IT Legal Issues
<a href="#"><u>CIS 748</u></a>	Principles of Information Security
<a href="#"><u>CIS 750</u></a>	IT Sourcing and Procurement



<a href="#"><u>CIS 752</u></a>	Behavioral and Leadership in IT
<a href="#"><u>CIS 754</u></a>	Organizational Transformation
<a href="#"><u>CIS 756</u></a>	Special Topics in Information Systems

## Research

Research projects with oral or written reports may be required in any graduate CIS course. Significant professional research components are included in many courses.

## Business Education Courses

### BSE 603 Teaching of Business

Prerequisite: EDC 350; and ACC 211 or ACC 206; and Teacher Certification students must be admitted to teacher education program; and approved major in business; or permission of department head. Development of a philosophy for and about business education; study of relevant legislation; study of methods of teaching selected business subjects including use of research-based readings, observation, and microteaching. A grade of "C" or better is required in this course in order to take BSE 493 or BSE 494. May be taught concurrently with BSE 503. Cannot receive credit for both BSE 503 and BSE 603. 3(3-0), F

### BSE 609 Business Education Workshop

Development and promotion of desirable programs in business education. Each workshop emphasizes a single topic. May be repeated for a maximum of 5 hours when topic varies. May be taught concurrently with BSE 509. Cannot receive credit for both BSE 509 and BSE 609. 1-5 D

### BSE 620 Occupational Analysis

Prerequisite: teacher certification student. Analysis and breakdown of broad occupations or specific jobs into basic elements for instructional purposes. Identical with AGV 620. May be repeated to a total of 2 hours when topic varies. May be taught concurrently with BSE 520. Cannot receive credit for both BSE 520 and BSE 620. 1-2 D

### BSE 622 Philosophy of Vocational Education

Philosophical foundations of vocational education; philosophies of vocational education in the contemporary school. Meets Missouri Vocational Education certification requirements. Identical with AGV 622 and SEC 622. May be repeated to a total of 3 hours when topic varies. May be taught concurrently with BSE 522. Cannot receive credit for both BSE 522 and BSE 622. 1-3 D

### BSE 623 Guidance for Vocational Development

Prerequisite: teacher certification student. Materials, procedures, and problems in guidance of individuals in the selection of, preparation for, and advancement in a vocation. Identical with AGV 623. May be repeated to a total of 3 hours when topic varies. May be taught concurrently with BSE 523. Cannot receive credit for both BSE 523 and BSE 623. 1-3 D

### BSE 624 Implementing Vocational Business Education Programs

Prerequisite: teacher certification student. Problems; procedures; and local, state and federal relationships in the implementation and administration of vocational business education in the contemporary school. May be taught concurrently with BSE 524. Cannot receive credit for both BSE 524 and BSE 624. 1-3 D

### BSE 626 Coordination of Cooperative Education

Prerequisite: teacher certification student. Problems and procedures in organizing and operating part-time cooperative and evening occupation programs. Restricted to those who can qualify as coordinators. Identical with AGV 626 and SEC 626. May be repeated to a

total of 2 hours when topic varies. May be taught concurrently with BSE 526. Cannot receive credit for both BSE 526 and BSE 626. 1-2 D

### BSE 628 Measurement and Evaluation of Vocational Education Programs

Prerequisite: teacher certification student. Assessing specific program needs as determined from occupational surveys and other demographic data; follow-up techniques to evaluate the overall effectiveness of the program on manpower needs in a given labor market area. Identical with AGV 628 and SEC 628. May be repeated to a total of 3 hours when topic varies. May be taught concurrently with BSE 528. Cannot receive credit for BSE 528 and BSE 628. 1-3 D

### BSE 640 Curriculum Development for Business Education

Prerequisite: teacher certification student must be admitted to teacher education program. Major emphasis given to curriculum development in business courses. Selected topics include teaching basic business courses; developing course objectives, content, and evaluative strategies; sponsoring youth organizations; selecting equipment. May be taught concurrently with BSE 540. Cannot receive credit for both BSE 540 and BSE 640. 3(3-0) S

### BSE 696 Problems in Business Education

Prerequisite: permission of department head. Technical or professional problems growing from particular needs that may require additional depth or breadth of study. Outline of study must be approved prior to enrolling. May be repeated to a total of 3 hours when topic varies. May be taught concurrently with BSE 596. Cannot receive credit for both BSE 596 and BSE 696. 1-3 F,S

### BSE 705 Curriculum Construction in Business Education

Objectives and interrelationships of business education courses and programs. Development of curricular materials and evaluative devices. Identical with SEC 705. May be repeated to a total of 3 hours when topic varies. 1-3 D

### BSE 710 Improvement of Instruction in Business Education

Current developments and trends in teaching business subjects; new developments in resources, methods, and techniques. May be repeated to a total of 3 hours when topic varies. 1-3 D

### BSE 730 Research Seminar in Business Education

Critical interpretation and evaluations of research in business education. Individualized assistance provided in the development of an extensive research paper to satisfy the requirement for Research Option II. 3(3-0) D

## Computer Information Systems Courses

### CIS 600 Information Systems in Business Organizations

Prerequisite: permission of a director of a COBA graduate program. Comprehensive study of the fundamentals of business information systems. Designed for graduate students who have not had undergraduate information systems courses. Will not be counted in the hours required for a COBA graduate degree. 3(3-0) F,S

### CIS 610 e-Business Technology Concepts

Prerequisite: BUS 510 or BUS 610 or permission of director of COBA graduate program. An introduction to e-Business and Internet concepts and technology. The course emphasizes content driven web development using database concepts. May be taught concurrently with CIS 510. Cannot receive credit for both CIS 510 and CIS 610. 3(3-0), F,S

### CIS 615 Fourth-Generation Languages

**Prerequisite:** permission of a director of a COBA graduate program. An introduction to fourth-generation languages (4GL). A study of the versatility and integrated functions of popular fourth generation languages including general application development, report generation, database query, screen development and graphics. May be taught concurrently with CIS 515. Cannot receive credit for both CIS 515 and CIS 615. 3(3-0) S

#### CIS 622 Decision Support Systems Development

**Prerequisite:** permission of a director of a COBA graduate program. A study of Decision Support Systems (DSS), a review of current DSS literature, and the design and development of a DSS with emphasis on the user interface. May be taught concurrently with CIS 522. Cannot receive credit for both CIS 522 and CIS 622. 3(3-0) D

#### CIS 626 Computer Security

**Prerequisite:** MGT 340 or permission of a director of a COBA graduate program. Primarily, but not exclusively, designed for MBA students, CIS undergraduates, and IT Service Management undergraduates. The course is an introduction to the basic issues in computer security. This course is managerial in its approach in that the student is not required to have an extensive background in programming or technical support. May be taught concurrently with CIS 525. Cannot receive credit for both CIS 525 and CIS 626. 3(3-0) D

#### CIS 628 Database Management Systems Implementation

**Prerequisite:** CIS 326 or permission of a director of a COBA graduate program. Application of database management principles in the implementation of a business information system. Emphasis will be on the design, construction, testing, and installation of a comprehensive database system using SQL, fourth generation languages or other data access tools. May be taught concurrently with CIS 528. Cannot receive credit for both CIS 528 and CIS 628. 3(3-0) F,S

#### CIS 630 Training for End User Computing

An analysis of the training function and its application to end user computing. Emphasis on selecting appropriate methods and media. May be taught concurrently with CIS 530. Cannot receive credit for both CIS 530 and CIS 630. 3(3-0) F

#### CIS 641 Advanced Network Administration

**Prerequisite:** CIS 330 or CSC 465 or permission of a director of a COBA graduate program. Application of basic networking concepts to create working network systems for organizations and to solve business problems. Installing and configuring network operating systems and Internet web servers. Planning and implementing network security schemes. Planning and implementing enterprise networking. Server-based roll-outs and maintenance of applications on multiple workstations. May be taught concurrently with CIS 540. Cannot receive credit for both CIS 540 and CIS 641. 3(3-0) F,S

#### CIS 651 Advanced Object-Oriented Systems

**Prerequisite:** CIS 326 and CIS 350; or permission of a director of a COBA graduate program. Application of the concepts of object-oriented systems. Case study approach provides the framework for developing working prototypes of business applications using one or more graphical user interface object-oriented languages. May be taught concurrently with CIS 550. Cannot receive credit for both CIS 550 and CIS 651. 3(3-0) F,S

#### CIS 691 Information Systems Development

**Prerequisite:** CIS 323 or CIS 334 or CIS 350 or CIS 375; and CIS 431 or CIS 528 or CIS 628; or permission of a director of a COBA graduate program. Independent analysis, design and development of an information system in a field of the student's choice. With the instructor's approval, the system can be developed in a language and on a machine of the student's choice. These systems can be individual or group projects. May be taught concurrently with CIS 591. Cannot receive credit for both CIS 591 and CIS 691. 3(3-0) F,S

## CIS 696 Problems in Business: Computer Information Systems

**Prerequisite:** permission of a director of a COBA graduate program. Technical or professional problems growing from particular needs which may require additional depth or breadth of study. Outline of study must be approved prior to enrolling. May be repeated to a total of 3 hours. May be taught concurrently with CIS 596. Cannot receive credit for both CIS 596 and CIS 696. 1-3 D

## CIS 707 Practicum in Computer Information Systems

**Prerequisite:** permission of department head. Work-study program with cooperating employers. Class and/or conference discussion of successes achieved and problems encountered by the student. On-the-job application of techniques, methods, procedures, and principles dealt with in other courses. 1-3 D

## CIS 720 Project Management in Information Systems

A study of the concepts, practices, processes, tools, techniques and resources used by information system (IS) project managers. The entire project life cycle will be covered from inception to close-out. The course will closely follow the framework of the Project Management Body of Knowledge (PMBok). The course will focus on how to manage the scope, schedule, budget and risk of projects, with emphasis on information systems and information technology projects. 3(3-0) D

## CIS 725 Neural Networks

An introduction to the subject to solve business problems using neural network software. In addition, the student will study the theory and framework for the appropriate use of neural networks in regard to solution and data analysis. 3(3-0) D

## CIS 732 Strategic IT Planning

**Prerequisite:** acceptance in the M.S. in CIS program. Introduction to fundamental issues of information system (IS) planning. Current theory and specific IS planning practices are studied. Emphasis on strategic implications of information technology, IS planning vis-a-vis strategic planning, development and maintenance of IS plans, analysis of organization information requirements, and prioritizing IS projects. Implications for business and technology trends and application of planning concepts to IS planning projects are examined. 3 (3-0) D

## CIS 734 Staffing the Information Systems Function

**Prerequisite:** acceptance in the M.S. in CIS program. Focus on current and emerging issues of recruitment, selection, training, motivation, retention and evaluation of IS staff. Issues include developing job descriptions, shifting demands for staffing, performance criteria, alternative approaches to training, alternative career tracks, and the role of personality types on performance. Influence of recent trends including downsizing, outsourcing, centralization and decentralization, and end-user computing will be examined. Current theory and specific practices are studied. Practical applications will be stressed. 3(3-0) D

## CIS 736 Data Communications and Information

**Prerequisite:** acceptance in the M.S. in CIS program. Computer network planning, including physical layout, resource requirements, and budgeting. Administration of computer networks, including managing user accounts; selecting and loading applications software; managing upgrades and enhancements; monitoring and optimizing system performance; ensuring physical and logical system security. 3(3-0) D

## CIS 738 Information System Project Management

**Prerequisite:** acceptance in the M.S. in CIS program. Objectives and techniques of planning, organizing, and managing complex information systems development projects. The course will include a study of resources and tools available for scheduling, tracking, and measuring system development productivity. 3(3-0) D

## CIS 740 Comparative Systems Development Methodology

Prerequisite: acceptance in the M.S. in CIS program. Study of various systems development methodologies used to analyze, design, and implement information systems; selection criteria for a specific methodology, and how to introduce a new methodology within an existing environment. Specific tools and techniques for systems development and for business process reengineering will be explored and applied. 3(3-0) D

## CIS 742 Management of End User Computing

Prerequisite: acceptance in the M.S. in CIS program. Planning, organizing, staffing, control, and support of end user computing. Various organizational structures used to support end user computing will be investigated. Methodology for development of end user computing systems will be identified for several forms and types of projects. A case project will involve development of an end user system using an appropriate methodology. 3(3-0) D

## CIS 744 Information Systems Management

Prerequisite: acceptance in the M.S. in CIS program. Overview of managerial applications of information technology (IT) to increase effectiveness. Use of IT to support decision making, cooperative work, organizational competitive advantage, and inter-organizational communication. Various planning approaches will illustrate the use of IT in organizations. Case method will be used. 3(3-0) D

## CIS 746 Data Management

Prerequisite: acceptance in the M.S. in CIS program. Study of data modeling using tools such as Entity-Relationship and Semantic Object Models. Examination of the Database Administrator's responsibilities including monitoring and tuning of the database, establishment of database reliability, and security. A case project will include the development of a data model and a database administration plan for a client/server database system. 3(3-0) D

## CIS 747 IT Legal Issues

Prerequisite: acceptance in the M.S. in CIS program. Focus on the legal and ethical environment relevant to advances in technology. Issues include intellectual property, jurisdiction, defamation, invasion of privacy, electronic contracts, computer crime, censorship, unsolicited E-mail, antitrust issues, and encryption. Recent developments, court decisions, federal and state statutes, treaties and international agreements, administrative rulings, and legal literature regarding Internet law, will be explored and explained. 3(3-0) D

## CIS 748 Principles of Information Security

Prerequisite: acceptance in the M.S. in CIS program. This course provides the foundation for understanding the key issues associated with protecting information assets, determining the levels of protection and response to security incidents, and designing a consistent, reasonable information security system, with appropriate intrusion detection and reporting features. The students will learn a balance introduction to both security management and technical components of information security; they will be exposed to the spectrum of security activities, methods, methodologies, and procedures. This spectrum includes inspection and protection of information assets, detection of and reaction to threats to information assets, and examination of pre- and post-incident procedures, technical and managerial responses and an overview of the information security planning functions. 3(3-0) D

## CIS 750 Sourcing and Procurement

Prerequisite: acceptance in the M.S. in CIS program. In-depth study of key factors and issues associated with hardware/software selection, acquisition and implementation. Emphasis on problem definition and analysis, comparative methodologies for evaluation and selection, identifying and qualifying vendors, and developing/evaluating request for proposals (RFP's). Management implications of enterprise-wide software solutions including software distribution, version and release management, and software standards and practices are discussed. Completion of an acquisition project will be included. 3(3-0) D

## CIS 752 Behavior and Leadership in IT

Prerequisite: acceptance in the M.S. in CIS program. This course is designed to provide an understanding and appreciation of organizational behavior issues facing senior and mid-level IT managers. Topics to be examined include: organizational behavior from an individual, group and structural perspective, organizational culture, leadership, perception and decision-making values and attitudes, and emotional intelligence. The material should be of interest and benefit to IT professionals, irrespective of technical specialty, who are currently in or aspire to IT management. 3(3-0) D

#### CIS 754 Organizational Transformation

Prerequisite: acceptance in the M.S. in CIS program. Study of interrelated economic, social, political, and technological forces requiring organizations to transform their systems and processes to survive and succeed. Students will examine a variety of typical transformations from the perspective of a work unit member and a manager of the change process. 3(3-0) D

#### CIS 756 Special Topics in Information Systems

Prerequisite: acceptance in the M.S. in CIS program. Variable content with topics that can change from semester to semester. Topics are identified by title in the schedule of classes. Practical applications will be stressed. The course may be repeated for a total of six hours. 3(3-0) D

#### CIS 761 Management Information Systems

Prerequisite: CIS 429 or CIS 600 or CIS 500 or equivalent. A macro application to the concept, design and implementation of management information systems. This course is designed to be useful to MBA students interested in management information systems development as well as those who plan to be involved in managing MIS projects. Cannot receive credit for both CIS 461 and CIS 761. 3(3-0) S

#### CIS 790 Seminar in Management Information Systems

Prerequisite: 15 graduate hours in business administration and economics and permission of the coordinator of graduate studies. Critical evaluation and interpretation of research and literature in information systems. 3(3-0) D

#### CIS 794 Internship: Computer Information Systems

Prerequisite: permission of the director of the appropriate graduate program and department head. In consultation with the coordinating professor, the student is engaged in first-hand experience with a business, organization, or other professional entity. A portfolio of assigned work shall be collected, examined and evaluated during the semester. 3(3-0) F,S

#### CIS 796 Independent Study-Computer Information Systems

Prerequisite: permission of advisor. In consultation with the advisor, student selects, for intensive study, a specific area of concern related to the student's program, with emphasis on research. 1-3 F,S

#### CIS 797 Special Topics

Prerequisite: permission. Study of topics in Computer Information Systems/Business Education. May be repeated to a total of 6 hours when topic varies. 1-3 D

#### CIS 799 Thesis

Prerequisite: permission of instructor. Independent research and study connected with the preparation of a thesis. 1-6, D

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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

[Missouri State](#) > [Graduate College](#) > [Graduate Catalog](#) > [College of Business Administration](#) > Department of Fashion and Interior Design

## Department of Fashion and Interior Design

Park Central Office Building, Suite 300, Phone: (417) 836-5497, Fax: (417) 836-4341

Email: [ShawnStrong@missouristate.edu](mailto:ShawnStrong@missouristate.edu)

Website: <http://www.missouristate.edu/fid/>

Interim Department Head: Shawn Strong

### Faculty

Professor: Michele M. Granger

Emeritus Professor: Edna Bell, Carrie J. Ireland, Debra S. McDowell, Loanna M. Thompson, Joyce J. Waldron

### Programs

## Master of Science in Education, Secondary Education: Family and Consumer Sciences Area of Emphasis

Contact Debra Agee and see program requirements for the M.S.Ed., Secondary Education under Interdisciplinary Graduate Programs.

### Family and Consumer Sciences Requirements

A minimum of 3 hours of course work must be in Family and Consumer Sciences courses numbered 700 or above.

Family and Consumer Sciences courses 15 hrs

### Family and Consumer Sciences Courses

FCS 600 Issues in Family and Consumer Sciences

Advanced inquiry into specialized areas of study in Family and Consumer Sciences such as: Blended Families, Historic Building Preservation, Textile Conservation, Preservation Techniques, Advanced Culinary Techniques, and International Trends in Hospitality. May be repeated to a total of 6 hours when topics change. Variable content course. May be taught concurrently with FCS 500. Cannot receive credit for both FCS 500 and FCS 600. 1-3 D

FCS 602 Study Tour

Study of and/or visits to mills, factories, stores, museums, hospitals, laboratories, design studios and/or trade markets. Supplemental course fee (variable by section). May be taught concurrently with FCS 502. Cannot receive credit for both FCS 502 and FCS 602. 1-3 D

### FCS 607 Student Organizations in Family and Consumer Sciences

Prerequisite: concurrent enrollment in FCS 612. Methods of organizing student groups in Family and Consumer Sciences programs, techniques of working with students in individual and group projects; leadership training. May be taught concurrently with FCS 507. Cannot receive credit for both FCS 507 and FCS 607. 1(1-0) F

### FCS 612 Teaching Family and Consumer Sciences

Prerequisite: concurrent enrollment in FCS 607. An overview of the philosophy and history of family and consumer sciences education; includes curriculum building with emphasis on critical thinking and reflective decision-making, problem-based learning, and the development of authentic assessments. Includes the planning of lessons, units, and development of teaching materials in the family and consumer sciences discipline and practice implementation of such lessons. Completion of checkpoint II for the Professional Portfolio is a component of this course. A grade of "C" or better is required in this course. May be taught concurrently with FCS 512. Cannot receive credit for both FCS 512 and FCS 612. 3(2-2) F

### FCS 615 Organization of Family and Consumer Sciences Programs

Prerequisite: FCS 607 and FCS 612. Investigation of the organization and administration of family and consumer sciences programs; identification of types of programs; program planning, program evaluation and career counseling with emphasis on critical thinking and reflective decision-making. A grade of "C" or better is required in this course. May be taught concurrently with FCS 515. Cannot receive credit for both FCS 515 and FCS 615. 3(2-2) S

### FCS 701 Supervision of Student Teachers in Family and Consumer Sciences

Prerequisite: teaching experience in Family and Consumer Sciences; and permission. Experiences in creating an environment that will encourage Family and Consumer Sciences student teachers to realize their potentials and gain competence in teaching. 3 (3-0) D

### FCS 795 Advanced Technical Practice

Prerequisite: permission. Work in CAD, EDI, Child Life, mental health, hospitality, clinical hospitals, schools, manufacturing, retailing, and/or other settings. Ninety clock hours required. 3 D

### FCS 796 Practicum

Prerequisite: permission. The assumption of responsibilities at an approved practicum site under the direction of a professor and practicum site supervisor. 4(0-8) D

## Fashion Merchandising and Design Courses

### FMD 660 Entrepreneurship

Developing a fashion business plan from concept to store opening including: target market, location, merchandising classification, human resources, cash flow sheets, profit and loss, store design, assortment planning, marketing strategies and funding. Completed business plan is critiqued by a financial industry professional. A grade of C or better is required for graduation. May be taught concurrently with FMD 560. Cannot receive credit for both FMD 660 and FMD 560. 3(3-0) S

### FMD 670 Senior Collection

Complete a fashion collection to be critiqued and juried by fashion industry professionals for the spring fashion show. A grade of "C" or better is required for graduation. Supplemental course fee. May be taught concurrently with FDM 570. Cannot receive credit for both FMD 670 and FMD 570. 3(1-4) S

## FMD 682 Graduate Seminar in Fashion Merchandising and Design

Prerequisite: 12 hours of graduate credit. Selected topics in clothing and textiles that involve the areas of apparel manufacturing, fashion merchandising, and management trends are systematically explored through critical analysis of literature and through an individual research project. May be repeated for credit. A total of 4 hours may be applied to a degree program. 2(2-0) S



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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

[Missouri State](#) > [Graduate College](#) > [Graduate Catalog](#) > [College of Business Administration](#) > Department of Finance and General Business

## Department of Finance and General Business

Glass Hall, Room 300, Phone: (417) 836-5504, Fax: (417) 836-6224

Email: [FinanceandGeneralBus@missouristate.edu](mailto:FinanceandGeneralBus@missouristate.edu)

Website: <http://www.missouristate.edu/fgb/>

Department Head: Kent P. Ragan

### Faculty

Distinguished Professor: Carol J. Miller

Professor: Wayne L. Anderson, C. Edward Chang, Kent P. Ragan

Associate Professor: Susan J. Crain, K. Stephen Haggard, Stanley A. Leasure, Walt A. Nelson, James Philpot

Assistant Professor: James R. Scott, H. Douglas Witte, Y. Jenny Zhang

Emeritus Professor: Vencil J. Bixler, John S. Bowdidge, Kee S. Kim, John K. Litvan, Robert W. Owens, John E. Patton, James B. Pettijohn, George S. Swales, Jr.

### Business Courses

BUS 610 E-Business and Online Entrepreneurship

A study of e-business and online entrepreneurship from an applied, best practices point of view. Classroom visits by online entrepreneurs provide unique, real-world insights into the advantages, disadvantages, and challenges of doing business over the Internet. May be taught concurrently with BUS 510. Cannot receive credit for both BUS 610 and BUS 510. 3(3-0) F

BUS 650 Negotiation, Mediation, and Arbitration in Business

A practical, skills-based study of negotiation, mediation, and arbitration from the business manager's perspective. This hands-on course is designed to develop the skills necessary to enable the business manager to effectively participate in negotiation, mediation, and arbitration as alternatives to litigation for resolving business disputes. Identical with LAW 650. May be taught concurrently with BUS 550. Cannot receive credit for more than one of BUS 550, BUS 650, LAW 550, or LAW 650. 3(3-0) F,S

### Finance Courses

FIN 600 Managerial Finance

**Prerequisite:** ACC 600 and ECO 600; and permission of a director of a COBA Graduate Program. Comprehensive study of the finance function in the business enterprise, including financial analysis-planning-forecasting, capital budgeting, leasing, working capital management, capital structure, dividend policy, and multinational finance. Designed for graduate students who have not had an undergraduate course in financial management in the last five years. This course will not be counted in the hours required for a COBA undergraduate or graduate degree. 3(3-0), F,S

#### FIN 638 Introduction to Estate Planning

**Prerequisite:** LAW 231 or LAW 600. Estate planning process; fundamentals of intestate distribution, wills, trusts, gifts, life insurance; taxes incidental to an estate; administration of estates and trusts; analysis and selection of devices for lifetime and testamentary transfers of property. Identical with INS 638. May be taught concurrently with FIN 538. Cannot receive credit for more than one of FIN 538, FIN 638, INS 538, or INS 638. 3(3-0) F

#### FIN 681 Professional Financial Planning

**Prerequisite:** ACC 321 and FIN 381 and FIN 485 and INS 211 and LAW 231; and INS 314 or concurrent enrollment; and FIN/INS 538/638 or ACC 524/624 or concurrent enrollment. A case-oriented study of comprehensive financial planning for client families. This course integrates prior knowledge of financial planning principles and practice, investments, insurance, law, tax planning, retirement planning, and estate planning. Advanced topics in these subjects are also presented. The financial planning process, standards of professional practice, and planner ethics are emphasized. May be taught concurrently with FIN 581. Cannot receive credit for both FIN 681 and FIN 581. 3(3-0) S

#### FIN 682 International Financial Management

**Prerequisite:** grade of B- or better in FIN 380 or FIN 600. This course is designed to survey how the key concepts of business finance can be applied in the context of a multinational firm. Topics include: the nature and functioning of the foreign exchange market, parity conditions, foreign exchange risk management, and international investment and financing decisions. May be taught concurrently with FIN 582. Cannot receive credit for both FIN 682 and FIN 582. 3(3-0) F,S

#### FIN 686 Financial Analysis

**Prerequisite:** grade of B- or better in FIN 380 or FIN 600. An introduction to the study of financial analysis emphasizing the financial statement analysis portion of the common body of knowledge from the Chartered Financial Analyst (CFA) Level I Exam. May be taught concurrently with FIN 586. Students cannot receive credit for FIN 686 if they have received credit for FIN 586 or ACC 302. 3(3-0) F,S

#### FIN 695 Financial Markets Study Tour

**Prerequisite:** a graduate GPA (Missouri State and transfer) of 3.50 or higher; recommendation of a finance faculty member; permission of department head. The course consists of three parts; 1. Background research and discussion of selected companies and institutions of one or more major financial center(s) (e.g. New York, Chicago, and/or London) and the economic, political, international, historical, social, ethical, and cultural environment in which they function. 2. A visit of approximately seven days' duration to the financial center(s) to visit selected companies, financial markets, and cultural icons. 3. A final written project and group discussion of the experience. The course involves extensive research, written and oral reporting, and group interaction based upon trust, respect and integrity. May be taught concurrently with FIN 595. Cannot receive credit for both FIN 695 and FIN 595. 3(3-0) D

#### FIN 697 Research Issues and Problems: Finance

**Prerequisite:** permission of department head. Research issues and problems growing from special areas of a student's interest which may require additional depth or breadth of study. Student's proposal and outline of study must be approved prior to enrolling. May be repeated to a total of 6 hours. May be taught concurrently with FIN 596. Cannot receive credit for more than 6 hours of FIN 596 and FIN 697 combined. 1-3 D



### FIN 699 Directed Study for CFA Level I Exam

Prerequisite: permission of instructor. The professor and student will devise a study plan, based upon the CFA Institute's Common Body of Knowledge, that will best-prepare the student to pass the CFA Level I Exam in June of the current year. May be taught concurrently with FIN 599. Cannot receive credit for both FIN 699 and FIN 599. 3 S

### FIN 780 Advanced Financial Management

Prerequisite: ACC 711; and a grade of B- or better in FIN 600. An advanced study of the theory and practice of corporate financial management, including financial analysis and forecasting, working capital, capital budgeting, cost of capital, capital structure, mergers and acquisitions, and valuation. The course utilizes cases to emphasize both theory and technology in supporting sound financial decision-making. 3(3-0) F,S

### FIN 784 Management of Financial Institutions

Prerequisite: a grade of B- or better in FIN 380 or FIN 600. A study of the theory and practice of financial management of depository and nondepository institutions with emphasis upon asset and liability management techniques. The use of money and credit market mechanisms to achieve strategic financial objectives is stressed. Management implications of current developments in the interaction between institutions and markets are discussed. 3(3-0) F

### FIN 785 Investment Management

Prerequisite: FIN 780. A study of investment theory and practice. Topics include portfolio theory, equilibrium in capital markets, equity and fixed income security analysis, derivatives (options, futures, swaps), portfolio management and strategies. 3(3-0) S

### FIN 787 Seminar in Derivatives

Prerequisite: FIN 780. A study of the fundamentals, pricing, and trading strategies of options, forwards, futures and swaps. Emphasis is placed on the modeling tools most widely used for calculating their prices and related hedging parameters. The course includes an exploration of current/relevant literature concerning market mechanics, participants, and government regulation. Each student will participate in the preparation of a significant team project and presentation. 3(3-0) S

### FIN 788 Healthcare Financial Management

An introduction to fundamental financial management concepts and skills necessary for managers at a variety of levels in healthcare organizations. The course provides an overview of financial management and how the finance function is organized in healthcare organizations. Topics covered include: tax status, third-party payers, payment methodologies, Medicare and Medicaid, cost accounting and analysis, rate setting, working capital, accounts receivable, budgeting, and financial analysis. 3(3-0) F

### FIN 790 Seminar in Finance

Prerequisite: 15 graduate hours in business administration and economics including FIN 780 and permission of the coordinator of graduate studies. Critical evaluation and interpretation of research and literature in finance. 3(3-0) D

### FIN 794 Internship: Finance

Prerequisite: permission of the director of the appropriate graduate program and department head. In consultation with the coordinating professor, the student is engaged in on-the-job experience with a business, organization, or other professional entity. A portfolio of assigned work shall be collected, examined and evaluated during the semester. 3(3-0) F,S

### FIN 796 Independent Study: Finance

Prerequisite: permission of the director of the appropriate graduate program and department head. In consultation with the advisor,

student selects for intensive study a specific area of concern related to the student's program with emphasis on research. 1-3 F,S

## Insurance Courses

INS 638 Introduction to Estate Planning

Prerequisite: LAW 231 or LAW 600. Estate planning process; fundamentals of intestate distribution, wills, trusts, gifts, life insurance; taxes incidental to an estate; administration of estates and trusts; analysis and selection of devices for lifetime and testamentary transfers of property. Identical with FIN 638. May be taught concurrently with INS 538. Cannot receive credit for more than one of FIN 538, FIN 638, INS 538, or INS 638. 3(3-0) F

## Law Courses

LAW 600 Legal Environment for Business Managers

Prerequisite: permission of a director of a COBA Graduate Program. Contemporary legal and ethical issues encountered by business managers will be discussed, including issues related to torts, vicarious liability, products liability issues; formation and enforcement of contracts and sale of goods; regulatory environment affecting employment practices/discrimination, product advertising and environmental responsibility; economic development issues associated with environmental sustainability, property rights, constitutional law and city planning. Agency liabilities and fiduciary responsibilities of agents and managers in business organizations will be examined. An overview of the court system and legal dispute resolution mechanisms will be integrated. This course is primarily intended for MBA students who do not have equivalent undergraduate business law course work, and this course will not be counted in the hours required for a COBA graduate degree. 3(3-0) F,SE

LAW 631 Labor Law and Employment Discrimination

Prerequisite: LAW 231 or LAW 600. Legal, regulatory, and ethical issues related to employer-employee relationship, including employment-at-will doctrine, discrimination and union contracts. May be taught concurrently with LAW 531. Cannot receive credit for both LAW 631 and LAW 531. 3(3-0) F

LAW 632 Legal Environment of Business Organizations for Professionals

Prerequisite: LAW 231 or LAW 600. Agency and employment responsibilities and liabilities facing new and traditional forms of business organizations are compared, along with selected tax and security regulation issues. Personal and real property concepts are examined, along with environmental exposure issues. Selected contract and UCC concepts are reviewed. Issue recognition, problem analysis approach and testing mechanisms are especially appropriate for individuals taking the CPA or other professional exams. May be taught concurrently with LAW 532. Cannot receive credit for both LAW 632 and LAW 532. 3(3-0) D

LAW 637 Environmental Regulation

Laws and government environmental regulation of air, water and soil quality, energy resources, solid and toxic waste disposal, storage tanks, toxic torts, labeling of toxic substances, recycling; ethical, public policy and international implications such regulations pose for business practices, natural resource utilization, health quality and biodiversity. May be taught concurrently with LAW 537. Cannot receive credit for both LAW 637 and LAW 537. 3(3-0) SO

LAW 639 Legal Regulation of International Commerce

Prerequisite: LAW 231 or LAW 600. Legal and ethical issues associated with doing business in a global economy. Difference in approach to contracting and merchandising; product standards, protection and liability; trade barriers and regulation of business practices. May be taught concurrently with LAW 539. Cannot receive credit for both LAW 639 and LAW 539. 3(3-0) D

LAW 650 Negotiation, Mediation, and Arbitration in Business

A practical, skills-based study of negotiation, mediation, and arbitration from the business manager's perspective. This hands-on course is designed to develop the skills necessary to enable the business manager to effectively participate in negotiation, mediation, and arbitration as alternatives to litigation for resolving business disputes. Identical with BUS 650. May be taught concurrently with LAW 550. Cannot receive credit for more than one of BUS 550, BUS 650, LAW 550, or LAW 650. 3(3-0) F,S

#### LAW 730 Seminar: Contemporary Legal Issues

Prerequisite: LAW 231 or LAW 600. In-depth study of selected contemporary legal issues and their impact on the environment of business. Exploration of legal resources relevant to the topics. 3(3-0) D

#### LAW 733 Legal Regulation of Competition and Monopoly

Prerequisite: LAW 231 and LAW 335; or LAW 600. Evolution of legal theory regarding governmental regulation of business. The judicial application of laws relating to anti-trust, price discrimination, entry regulation, rate making. 3(3-0) D



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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

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## Department of Management

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Department Head: Barry L. Wisdom

### Faculty

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Associate Professor: William J. Donoher, Jr., Vinay K. Garg, Wesley A. Scroggins

Assistant Professor: Dana L. Haggard, D. Michael Leibert

Emeritus Professor: Yohannan T. Abraham, Mona J. Casady, Mary K. Coulter, Patricia Feltes, J. Kenneth Horn, Thomas H. Inman, Robert O. Lunn, Arnola C. Ownby, Robert L. Trewatha, Lynn E. Wasson

### Programs

#### Master of Health Administration

D. Michael Leibert, Graduate Director

411 Glass Hall, Phone (417) 836-4444

[MLeibert@missouristate.edu](mailto:MLeibert@missouristate.edu)

#### Program Description

The Master of Health Administration (MHA) degree is a College of Business Administration degree that includes several interdisciplinary courses contributed by other colleges on campus. The program is designed for students holding at least an undergraduate degrees who wish to further their careers in the management of health organizations including integrated systems, hospitals, group practices, long-term care facilities, clinics, managed care organizations, and other types of health organizations. The program can be completed in as little as two years. Students with little or no undergraduate work in business are welcome, and will normally require additional time for completion.

The MHA program is accredited by AACSB International - The Association to Advance Collegiate Schools of Business.

#### Admission Requirements

1. The student must have received at least a bachelor's or master's degree from a regionally accredited college or university.
2. The student must have a GPA of at least 2.75 for the last 60 hours of academic work and submit a score on the Graduate Management Admissions Test (GMAT), the Graduate Record Examination (GRE), or equivalent standardized exam.
3. Students who do not meet the admission requirements, but who show indication of high promise will be considered for probationary admission.
4. All other University and Graduate College requirements for admission to a degree program will also apply. Qualified applicants may enter the program at the beginning of any semester. For information on the GMAT or GRE, please contact the Graduate College (836-5335) or the Missouri State University Counseling and Testing Center (836-5116).

Applicants from foreign countries whose native language is not English are required to submit scores on the TOEFL. Normally, TOEFL scores of 550 on the paper-based or a comparable score of 213 on the computer-based are required for admission.

## Core Requirements

Course Code	Course Title	Credit Hours
<a href="#"><u>ACC 688</u></a>	Healthcare Accounting Concepts	3 hrs
<a href="#"><u>CIS 761</u></a>	Management Information Systems*	3 hrs
<a href="#"><u>ECO 604</u></a>	Health Care Economics*	3 hrs
<a href="#"><u>FIN 788</u></a>	Healthcare Financial Management	3 hrs
<a href="#"><u>MGT 701</u></a>	Health Services Organization	3 hrs
<a href="#"><u>MGT 702</u></a>	Managing Healthcare Organizations*	3 hrs
<a href="#"><u>MGT 703</u></a>	Organizational Behavior in Healthcare Organizations*	3 hrs
<a href="#"><u>MGT 704</u></a>	Human Resources in Healthcare Organizations*	3 hrs
<a href="#"><u>MGT 705</u></a>	Strategic Management of Healthcare Organizations*	3 hrs
<a href="#"><u>MGT 711</u></a>	Measurement and Management of Quality in Healthcare*	3 hrs
<a href="#"><u>PBH 720</u></a>	Epidemiology	3 hrs
<a href="#"><u>PLS 754</u></a>	Seminar in Health Policy	3 hrs
	Core Total:	36 hrs

\*Course prerequisites may be required.

Research Requirement. Significant supervised quantitative and qualitative research projects in [MGT 701](#), [MGT 711](#), [PLS 754](#), [PBH 720](#) and culminating in the capstone [MGT 705](#) course. Satisfies the research requirement of the Graduate College.

## Executive MHA Option (EMHA)

When offered to a select group of students, typically a cohort, with significant professional experience, the MHA Program may be presented in a format referred to as the Executive MHA Option or the EMHA. From a curricular viewpoint, the EMHA is structured in the same way as the traditional MHA, however, the sequencing presentation format and mix of core and elective courses will be designed in such a way as to maximize the benefit to working professionals such as physicians, senior clinicians and healthcare executives.

GMAT/GRE scores are not required for admission to the EMHA, however, the applicant will need to provide documentation verifying at least 3 years of professional experience.

For EMHA students, prerequisite requirements for the core program courses will be satisfied through appropriate prior course work, relevant professional experience or by an individualized study program developed and supervised by the EMHA Program Director.

The credit hour costs for classes taken by students enrolled in the EMHA program are assessed at a higher rate than the traditional MHA offerings due to additional expenditures associated with the program.

### Admission Requirements

1. Completion of a regionally accredited undergraduate degree.
2. Completion of 3 or more years of professional experience.

### Accelerated MHA Option

Undergraduate majors in the College of Business Administration may apply for admission to the Master of Health Administration (MHA) program during the second semester of their junior year. If accepted, up to 6 hours of 700- or 700-level COBA classes taken in the senior year may be counted toward both the undergraduate and graduate degrees. As an MHA graduation requirement, students exercising the accelerated MHA option will be required to have had one year of professional experience or a 3 hours internship.

Before enrolling in a course that will apply to both the undergraduate program and the master's program an undergraduate student must:

1. Be accepted into the accelerated program.
2. Receive prior approval from the graduate program director, department head, and Dean of the Graduate College. This is done by using a Mixed Credit Form.

Acceptance into the program and all approvals must be completed prior to the end of the Change of Schedule Period for the course(s). See the Graduate College for further information.

### Admission Requirements

1. Completion of 80 or more hours at time of application.
2. An overall GPA of 3.00 or better.
3. A score of 450 or better on the Graduate Management Admission Test (GMAT).

### Academic Standing

A student who fails to attain a 3.00 GPA after completing the approved program may enroll for additional course work not to exceed 6 hours to raise the GPA. The course work will be approved by the Graduate Program Director and the Dean of the College of Business Administration.

The maximum class load for a full-time student is normally 12 hours per semester. An overload is permitted only after students have demonstrated their ability to achieve an outstanding graduate record at this university. Students employed on a full-time job generally should not enroll for more than 6 semester hours. All other University and Graduate College requirements governing grading and attendance will apply.

To enroll in graduate courses in the College of Business Administration, a student must be admitted to a graduate program in the College of Business Administration or have special permission. Students not meeting one of these conditions can be dropped from the course(s) at any time during the session involved.

### Degree Requirements

The program requires a minimum 36 hours of graduate credit plus any necessary prerequisite courses.



## Management Courses

### MGT 600 Administrative, Organizational and Operations Concepts for Managers

**Prerequisite:** permission of a director of a COBA graduate program. Comprehensive study of the fundamentals of the management function, organizational behavior and design, and production and operations management. Designed for graduate students who have not had undergraduate courses in management or organizational behavior and operations management. This course will not be counted in the hours required for a COBA graduate degree. 3(3-0) F,S

### MGT 643 New Venture Management

Students conduct extensive research and in-depth analysis in starting or expanding their own business venture. Major topics include new venture strategy, sources of capital, and growth management. Emphasis is placed on student preparation and presentation of a complete business plan. May be taught concurrently with MGT 543. Cannot receive credit for both MGT 543 and MGT 643. 3(3-0) F

### MGT 646 Direct Compensation System Management

Development and management of job-based and individual-based pay systems using job evaluation, skill/competency analysis and certification, wage surveys, and related techniques. The development of performance appraisal systems and the creation of individual-based, team-based, and aggregate performance-based pay systems are studied with emphasis on the strategic aspects of pay, internal consistency, external competitiveness, and legal compliance. May be taught concurrently with MGT 546. Cannot receive credit for both MGT 546 and MGT 646. 3(3-0) S

### MGT 671 Practicum in Small Business Operations

Students solve real problems within the small business environment. Students gain first-hand experience in assessing and improving the operations of existing entrepreneurial firms. Cases are referred through the Small Business Development Center. May be taught concurrently with MGT 561. Cannot receive credit for both MGT 561 and MGT 671. 3(3-0) S

### MGT 675 Advanced OM: Business Process Management

An in-depth analysis of business processes from an operations perspective. Study of specific practices and tools to design, improve, and support these processes in a variety of organizational settings. Use of professional BPM software is emphasized. May be taught concurrently with MGT 565. Cannot receive credit for both MGT 565 and MGT 675. 3(3-0) F

### MGT 677 Practicum in Operations

**Prerequisite:** MGT 600. Real-life experience in applying operational techniques to business and non-profit organizations. Students interests are matched to needs of local organizations to create hands-on projects. May be taught concurrently with MGT 567. Cannot receive credit for both MGT 567 and MGT 677. 3(3-0) S

### MGT 680 History of Management Thought

Background and interrelationship of classical, behavioral science, systems and quantitative management schools of thought; works of major contributors to contemporary management concepts, practices and theory. May be taught concurrently with MGT 560. Cannot receive credit for both MGT 560 and MGT 680. 3(3-0) D

### MGT 697 Research Issues and Problems: Management

**Prerequisite:** permission of department head. Research issues and projects growing from particular needs which may require additional depth or breadth of study. Outline of study must be approved prior to enrolling. May be taught concurrently with MGT 596. Cannot receive credit for both MGT 596 and MGT 697. 1-3 D

## MGT 701 Health Services Organization

Introduction to the health services delivery system. Analysis of the organizing, financing, and distribution of health services. Alternate delivery systems such as hospitals, acute care facilities, long-term facilities, prepaid practices, fee-for-services group practices and others are examined. Forces shaping present and future health care are evaluated. 3(3-0) F,S

## MGT 702 Managing Healthcare Organizations

Prerequisite: MGT 701 or permission of instructor. A broad overview of techniques and practices applied to managing healthcare provider organizations at levels including governing board; professional staff; executive offices; and operational systems that deliver acute care, rehabilitation, diagnosis, therapy, ambulatory care, clinical information, clinical support, patient access, facilities and nutrition services. Organizational settings will include hospitals; physician practices; integrated health systems; rehabilitation and sub-acute facilities; behavioral medicine; long-term care; hospice; and home health. Course format will include a series of guest presentations from actively practicing, senior healthcare executives, along with visits to healthcare organizations. 3(3-0) S

## MGT 703 Organizational Behavior in Healthcare Organizations

Prerequisite: MGT 600 or equivalent. The course will involve the study of individual and group behavior viewed from a leadership perspective within a healthcare organization with specific emphasis on leadership styles, ethics, motivational techniques, conflict resolution and professional norms in relationship to the various healthcare stakeholders and providers. Attention is focused on organizational dynamics, culture and governance of the different business entities involved in the delivery of healthcare services. 3(3-0) S

## MGT 704 Human Resources in Healthcare Organizations

Prerequisite: MGT 600 or equivalent. Integration of human resources management into the strategic and operational decision-making processes of a contemporary healthcare organization. Functional topics include HR strategic planning, HR legal environment, direct and indirect compensation strategies, recruitment/selection/retention, workforce planning, job design and analysis, performance management, productivity analysis, workforce development/training, employee/labor and stakeholder relations and safety/health considerations. Particular consideration for HR concepts related to clinical professionals and physicians. 3(3-0) F

## MGT 705 Strategic Management of Healthcare Organizations

Prerequisite: 18 graduate hours in health administration, including FIN 788. Integration of the functional areas of healthcare organizations via the strategic planning process. Emphasis is placed upon the identification of major strategic processes for healthcare organizations as well as policy issues related to the current and anticipated future healthcare environment. 3(3-0) F

## MGT 706 Organizational Communication

Intensive study of communication behavior within various types of business organizations; provides student opportunities to develop communication skills further and to apply one's capacity to use effective organizational communication concepts through written and oral presentations. Emphasis upon the study of oral communication within business. 3(3-0) F

## MGT 711 Measurement and Management of Quality in Health Care

Prerequisite: MGT 600 and QBA 600. Design, implementation, and management of health quality systems. Major emphasis placed on controlling health care costs through a reduction of waste and defects. Exposure to a variety of quality tools and quantitative techniques aimed at measuring performance and fostering continuous improvement. 3(3-0) D

## MGT 747 International Management

A study of management theory and practices as related to international organizations that are multinational in nature. Emphasis is placed on analyzing, understanding, and integrating managerial concepts as they apply to cross-cultural settings. Students are

required to complete a research project. Cannot receive credit for both MGT 447 and MGT 747. 3(3-0) D

#### MGT 760 Selected Topics in Management

Variable topics course in Management. Areas studied will be announced each semester in the class schedule. Course requirements include extensive readings, a paper, and, when appropriate, field trips. 3(3-0) D

#### MGT 761 Operations Management: Comparative Theory and Practice

Advanced study of the operations function in organizations. Emphasis is placed on operations management, planning and controlling techniques as they apply to all types of domestic and international organizations. Cost output-profit decisional techniques and productivity issues are studied as they relate to managerial goals, environmental conditions, and economic developments. 3(3-0) D

#### MGT 762 Problems in Human Resources Management and Industrial Relations

Prerequisite: MGT 600 or equivalent. Intensive examination of the institutional, legal, and policy considerations of the parties involved in human resources management and labor relations with an emphasis on current issues. 3(3-0) D

#### MGT 764 Organizational Behavior

Prerequisite: MGT 600 or equivalent. Study of individual and group behavior viewed from a managerial perspective within the organizational setting. Attention is focused on applications by managers of theory and research about the interaction between human beings and the formal organization, with emphasis on individual differences, interpersonal relations, and small group dynamics. 3(3-0) F,S

#### MGT 765 Organization Structure and Design

An intensive macro approach to the study of the organization with emphasis on the interrelationships of organizational dimensions as they interact to effect organization design. Topics covered include environment, technology, work flows, structure, size, power, objectives, managerial philosophies, and effectiveness. 3(3-0) D

#### MGT 767 Organization Strategy and Policy

Prerequisite: 18 graduate hours in business administration and economics at the 700 level, including FIN 780 AND MKT 772. Integration of the functional areas of business via the strategic planning process. Emphasis is placed upon the formulation, implementation, and control of an organization's mission, objectives, strategies, and policies as determined by external and internal analyses. 3(3-0) F,S

#### MGT 770 Leadership Development

Prerequisite: MGT 764. Comprehensive review of the writings and theories of leadership. Focuses on building skills to inspire and organize people to achieve tangible results. Comprehensive self-assessments, experiential exercises, action learning projects, and individually tailored skill-improvement plans. 3(3-0) D

#### MGT 790 Seminar in Management

Prerequisite: 18 graduate hours in business administration and economics. Critical evaluation and analysis of theory, research and practice in management. 3(3-0) D

#### MGT 794 Internship: Management

Prerequisite: permission of the director of the appropriate graduate program and department head. In consultation with the coordinating professor, the student is engaged in first-hand experience with a business, organization, or other professional entity. A portfolio of assigned work shall be collected, examined and evaluated during the semester. 3(3-0) F,S

## MGT 796 Independent Study: Business Administration

Prerequisite: permission of advisor. In consultation with the advisor, student selects for intensive study a specific area of concern related to the student's program with emphasis on research. 1-3 F

## MGT 799 Thesis

Prerequisite: permission. Independent research and study connected with preparation of thesis. 1-6 D



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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

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## Department of Marketing

Glass Hall, Room 238, Phone: (417) 836-5413, Fax: (417) 836-4466

Email: [Marketing@missouristate.edu](mailto:Marketing@missouristate.edu)

Website: <http://www.missouristate.edu/mkt/>

Interim Department Head: Ronald L. Coulter

### Faculty

Professor: Melissa Burnett, Ronald L. Coulter, Charles M. Hermans, Nancy K. Keith, John L. Kent, Jr., R. Steven Parker, Dane K. Peterson, Allen D. Schaefer

Associate Professor: Christina Simmers

Assistant Professor: Ronald A. Clark, G. Alex Hamwi, Ahren Johnston

Emeritus Faculty: Thomas S. Brown, Robert H. Luke, Charles E. Pettijohn

### Marketing Courses

MKT 600 Marketing Concepts for Managers

Prerequisite: permission of a director of a COBA Graduate Program. Comprehensive study of the fundamentals of marketing. Designed for graduate students who have not had an undergraduate course in marketing. Will not be counted in the hours required for a COBA graduate degree. 3(3-0), F,S

MKT 610 E-Marketing

Prerequisite: MKT 600 or MKT 772; and BUS 610. An examination of the concepts, strategies, and applications involved in Electronic Marketing, including use of the web, electronic mail, and other direct response advertising media for conducting e-Business. May be taught concurrently with MKT 510. Cannot receive credit for both MKT 510 and MKT 610. 3(3-0) F,S

MKT 730 Logistics and Transportation

Prerequisite: MKT 600 or equivalent. This course introduces students to the concepts and terminology associated with the planning and management of logistics activities. The course investigates introductory decisions in inventory management, warehousing, transportation, customer service, performance measurement, and others. 3(3-0) F,S

MKT 740 Supply Chain Models and Systems

**Prerequisite:** MKT 730. This course addresses concepts, techniques and systems used in supply chain management and decision support. Specific areas include ERP systems, manufacturing planning and management techniques and systems, inventory management, warehouse layout, distribution management, routing and scheduling, process analysis, network analysis and the application of simulation and optimization techniques. 3(3-0) F

#### MKT 750 Supply Chain Management Seminar

**Prerequisite:** 15 graduate hours in business administration and economics. This course emphasizes the adoption of a supply chain orientation toward business and the need for more effective inter-firm relationships and operational processes. The course incorporates analyses of comprehensive cases involving strategic and tactical decisions throughout product and service supply chains in a domestic and global environment. 3(3-0) S

#### MKT 760 Logistics and Supply Chain Management

**Prerequisite:** MKT 740 or MKT 750. This course serves as a capstone experience involving actual company projects, a comprehensive supply chain simulation exercise, and the identification and discussion of current events in logistics and supply chain management. Class sessions are augmented by discussions of current events involving logistics and supply chain management. 3(3-0) S

#### MKT 764 International Logistics and Global Supply Chain Management

**Prerequisite:** MKT 600 or equivalent. Theory and practice of logistics activities in international business with special emphasis on transportation, global sourcing, customs issues, import-export opportunities, customs documentation, the role of government in international transactions, customer service, and global supply chain management. Special emphasis is placed on current events and their effect on the marketing and logistics activities of organizations. Cannot receive credit for both MKT 764 and MKT 464. 3(3-0) S

#### MKT 770 Seminar in Marketing Research

**Prerequisite:** 18 graduate hours in business administration and economics including MKT 772. Designed to enable students through first-hand experience to understand the various parts of research papers, methods of gathering data, appropriate tests of information, and interpretation of findings, including implications for further study. 3(3-0) F

#### MKT 772 Marketing Management

**Prerequisite:** MKT 600 or equivalent. Theoretical bases of marketing concepts, principles and strategies; development, acceptance and expected future direction of emerging marketing practices. 3(3-0) F,S

#### MKT 774 International Marketing

**Prerequisite:** MKT 600 or equivalent. Advanced management, theory, and analysis of marketing functions in a multinational context where the parameters differ from those of domestic marketing. Students are required to complete a research project in the course area. Cannot receive credit for both MKT 774 and MKT 474. 3(3-0) F,S

#### MKT 776 Futuristics: Business and Society

**Prerequisite:** MKT 600 or equivalent. This course compares and analyzes the diverging views of an "economy of abundance" versus that of an "economy of scarcity." Major emphasis is directed toward predicting further changes in and the impact on the nature of firm, consumer life-styles, and society in general. Students are required to complete a research project in the course area. 3(3-0) D

#### MKT 790 Seminar in Marketing

**Prerequisite:** 15 graduate hours in business administration and economics and permission of the coordinator of graduate studies. Critical evaluation and analysis of theory, research, and practice in marketing. 3(3-0) D



## MKT 794 Internship: Marketing

Prerequisite: permission of director of the appropriate graduate program and department head. In consultation with the coordinating professor, the student is engaged in first-hand experience with a business, organization, or other professional entity. A portfolio of assigned work shall be collected, examined and evaluated during the semester. 3(3-0) F,S

## MKT 796 Independent Study: Marketing

Prerequisite: MKT 770 and permission of department head. In consultation with coordinating professor, student selects a specific area of emphasis (related to the degree program) for a significant, in-depth study, with particular emphasis on research. 1-3 F,S

## MKT 799 Thesis

Prerequisite: permission of department head. Independent research and study connected with preparation of thesis. 1-6 D

# Quantitative and Business Analysis Courses

## QBA 600 Statistical Methods in Business Research

Prerequisite: permission of a director of a COBA Graduate Program. Comprehensive study of the fundamentals of statistics. Designed for graduate students who have not had an undergraduate statistics course. This course will not be counted in the hours required for a COBA graduate degree. 3(3-0) F,S

## QBA 737 Research Design and Analysis

Prerequisite: QBA 775 or concurrent enrollment. Advanced statistical methods for conducting research in business and economics. Discussion and application of design procedures, hypotheses formulation, data collection and data analysis. Topics include regression analysis, and analysis of variance, multivariate analysis, experimental design, nonparametric methods, etc. Computer statistical packages will be used extensively. 3(3-0) S

## QBA 775 Quantitative Methods in Business Decision Making

Prerequisite: QBA 600 or equivalent. A study of quantitative methods used to improve the decision-making process in business. Major topics include constrained optimization models, forecasting models, distribution/network models, simulation models, and project scheduling. 3(3-0) F,S



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Graduate College  
2012-13 Graduate Catalog

First Edition  
published July 2012

[Missouri State](#) > [Graduate College](#) > [Graduate Catalog](#) > [College of Business Administration](#) > Department of Technology and Construction Management

## Department of Technology and Construction Management

Glass Hall, Room 200, Phone: (417) 836-5121, Fax: (417) 836-8556

Email: [TCM@missouristate.edu](mailto:TCM@missouristate.edu)

Website: <http://build.missouristate.edu>

Department Head: Shawn Strong

### Faculty

Professor: Shawn Strong

Associate Professor: R. Neal Callahan, Richard J. Gebken, II, Dianne K. Slattery

Assistant Professor: Martin P. Jones

### Programs

#### Master of Science in Project Management

R. Neal Callahan, Program Director

Kemper Hall, Room 104B; Phone (417) 836-5160

[NealCallahan@missouristate.edu](mailto:NealCallahan@missouristate.edu)

#### Program Description

The Master of Science in Project Management degree provides relevant and timely graduate education to project management professionals from all disciplines. The program is intended for students who hold a bachelor's degree in Technology, Business Administration, Liberal Arts, Applied and Natural Sciences, or Engineering and who are in, or aspiring to, project management related positions. The Project Management program equips individuals with the various skills, soft and hard, to manage projects and keep them within budget and on schedule, while meeting specifications and achieving customer satisfaction. Built upon the widely recognized Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®), the program uses a combination of on-campus and distance learning resources to provide students with the knowledge and expertise to meet the intense global competition demands that new projects and business development require. Students may choose to take the program 100% online.

#### Admission Requirements

Persons with the following qualifications will be considered for the Master of Science in Project Management program:

1. The student must have received a Bachelor's or Master's degree from a regionally accredited college or university.
2. A GPA of at least 2.75 for the last 60 hours of academic work. In addition, students must have attained a score of at least 400 on the Graduate Management Admissions Test (GMAT) or a comparable percentage rank score on the Graduate Record Examination (GRE).
3. A background in project management including industry experience. These requirements will be waived if the student has an undergraduate or graduate degree in business administration, engineering, or similar curricula. The Graduate Director will determine if the student has the necessary background.
4. All of University and Graduate College requirements for admission to a degree program will also apply. Qualified applicants may enter the program at the beginning of any semester. For information on the GMAT or GRE, please contact the Graduate College (836-5335) or the Missouri State University Counseling and Testing Center (836-5116).

Students who do not meet the normal admission requirements, but who possess high promise (usually based upon a successful record of managerial performance at increasing levels of responsibility) will be considered for probationary admission.

### Computer Application Competency

Students entering the MPM program are expected to be proficient in the use of word processing, database, and spreadsheet software. No course work is required to fulfill this criteria. Knowledge derived from professional or personal experience will qualify. If a student feels that he or she does not have the necessary base of knowledge to fulfill this requirement, there are various resources available on campus, such as self-paced tutorials and hands-on programs that would be helpful to increase computer knowledge and experiences.

### Degree Requirements (minimum of 33 hours)

The project management program requires 18 hours of Core Courses. The Core Courses are comprised of six graduate-level courses which are designed to provide accelerated coverage of the project management body of knowledge.

With Core courses met, the degree Thesis Option requires 33 semester hours of total graduate credit while the Seminar Option requires 36 semester hours of total graduate credit. No more than 50% of the coursework completed for the program may be at the 600-level.

Thesis Option	33 hrs
Core Courses	18 hrs
Free Electives	9 hrs
Research/Thesis	6 hrs

Seminar Option	36 hrs
Core Courses	18 hrs
Free Electives	15 hrs
Seminar	3 hrs

The requirements are composed of the following:

1. Advisor/Advisory Committee. Initially, each student will be advised by the graduate studies Program Coordinator. As soon as possible, the student will select a graduate faculty member from the Technology and Construction Management Department to serve as their program advisor. Students electing to pursue the thesis option must also select two other faculty members to serve on their graduate advisory committee. The student's program advisor will chair the graduate advisory committee which must minimally consist of two additional faculty members including a faculty member from the student's secondary emphasis area and a faculty member from outside the Technology and Construction Management department. This committee will supervise the remainder of the student's program.

## 2. Course Requirement

### A. Core Courses

18 hrs

Course Code	Course Title	Credit Hours
<a href="#"><u>TCM 701</u></a>	Project Management	3 hrs
<a href="#"><u>TCM 710</u></a>	Project Leadership	3 hrs
<a href="#"><u>TCM 645</u></a>	Project Control Systems	3 hrs
<a href="#"><u>TCM 651</u></a>	Cost Analysis for Project Management	3 hrs
<a href="#"><u>TCM 740</u></a>	Management of Innovation and Technology	3 hrs
<a href="#"><u>TCM 750</u></a>	Advanced Project Management	3 hrs

All of the Core Courses are now available at least once each year via the Internet. These online courses do not have a campus component and can be completed entirely from the student's location.

### B. Cognate Electives

9-15 hrs

Approved cognate courses include both on-campus and online courses. All cognate coursework must be approved by the student's advisor prior to completion of the coursework. Cognate coursework should be selected which supports the degree program and the student's career goals.

## 3. Research

For the thesis option, the student is required to give a final oral presentation of his/her work.

### Thesis Option.

6 hrs

Completion of a satisfactory thesis in the candidate's discipline is required. The thesis is a complete document that describes the student's work on a research topic. [TCM 798](#) – Research, is completed prior to the semester of graduation and in any semester the student is working on research. A minimum of 3 hours of [TCM 798](#) must be completed. Students must register for [TCM 799](#) in their final semester and may not count more than a total of 6 semester hours combined, [TCM 798](#) and [TCM 799](#) towards their degree course requirements.

### Seminar Option

3 hrs

Completion of two significant graduate-level research papers based upon seminar work and directed research are required. Seminar students must prepare at least one of these papers as part of the course requirements for [TCM 726](#). No more than 3 semester hours of [TCM 726](#) shall be counted towards the degree requirements.

## GPA Requirements

Students must attain a grade point average of at least 3.00 on all graduate course work at Missouri State University.

## Accelerated Master of Project Management Option

Exceptional undergraduate students may apply for preliminary acceptance into the Master of Science in Project Management degree program their junior year after admission requirements for the accelerated program have been satisfied. If approved, up to 12 hours of 600-level or 700-level TCM courses may be designated as "mixed credit" and counted toward both the undergraduate and graduate degree programs. See the Graduate Catalog or contact the program director for further information and guidelines.

For courses to be designated as Mixed Credit, the graduate advisor, undergraduate department head, and Graduate College dean must approve by signing the Permission for Mixed Credit form. This form must be provided to the Office of the Registrar in Carrington Hall, room 320 no later than the end of the Change of Schedule Period for the semester.

**Admission requirements for the Accelerated Masters Option:**

1. Junior standing and an overall GPA of 3.00 or better;
2. Acceptance of applicant by Masters of Project Management graduate advisor:
3. A supportive recommendation from the student's undergraduate advisor or undergraduate department head.

## Project Management Certificate Program

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R. Neal Callahan, Program Director

Kemper Hall, Room 104B; Phone (417) 836-5160

[NealCallahan@missouristate.edu](mailto:NealCallahan@missouristate.edu)

### Program Description

The Certificate for Project Management provides a 12 hour graduate-level experience with application in such diverse industries and organizations as defense, construction, pharmaceuticals, chemicals, banking, hospitals, accounting, advertising, law, state and local governments. The certificate is designed to meet the needs of individuals who are established in careers and are seeking professional growth and advancement within their professions. The project management approach adapts special management techniques with the purpose of obtaining better control and use of existing resources.

### Entrance Criteria

To be considered for the program, a student must apply and be admitted to the Graduate College.

### Required Courses

Course Code	Course Title	Credit Hours
<a href="#"><u>TCM 701</u></a>	Project Management	3 hrs
<a href="#"><u>TCM 645</u></a>	Project Control Systems	3 hrs
Plus two of the following:		
<a href="#"><u>TCM 611</u></a>	Product Design and Development	3 hrs
<a href="#"><u>TCM 651</u></a>	Cost Analysis for Project Management	3 hrs
<a href="#"><u>TCM 710</u></a>	Project Leadership	3 hrs
<a href="#"><u>TCM 740</u></a>	Management of Innovation and Technology	3 hrs

Recommended sequence: TCM 701, two electives, TCM 645.

### GPA Requirements

Students must attain a grade point average of at least 3.00 on all graduate course work at Missouri State University.

## Master of Science, Administrative Studies: Project Management Option

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The Department of Technology Management participates in the Master of Science in Administrative Studies (MSAS) degree which includes the Project Management Option. The MSAS is an interdisciplinary program composed of courses from departments and colleges across campus and is administered by a faculty committee and located in the Graduate College. The program offers all core courses and project management option courses online. For more information on the MSAS, see Interdisciplinary Graduate Programs.

### Required Courses for Project Management Option:

Course Code	Course Title	Credit Hours
<a href="#"><u>TCM 701</u></a>	Project Management	3 hrs
<a href="#"><u>TCM 750</u></a>	Advanced Project Management	3 hrs
Plus two of the following:		
<a href="#"><u>TCM 611</u></a>	Product Design and Development	3 hrs
<a href="#"><u>TCM 645</u></a>	Project Control Systems	3 hrs
<a href="#"><u>TCM 651</u></a>	Cost Analysis for Project Management	3 hrs
<a href="#"><u>TCM 710</u></a>	Project Leadership	3 hrs

Recommended sequence: [TCM 701](#), 2 electives, [TCM 750](#).

## Technology and Construction Management Courses

### TCM 602 Healthcare Facility Management

Prerequisite: permission. Examines facility management attributes related to maintenance and operations; regulatory compliance; planning, design and construction; and administration unique to healthcare. May be taught concurrently with TCM 502. Cannot receive credit for both TCM 602 and TCM 502. 3(3-0) D

### TCM 603 Project Risk Analysis

Prerequisite: TCM 701 and acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. In-depth analysis of the types of risks that threaten projects at each stage of development. Strategies used to recognize risks, assess probabilities and potential impacts, steps to respond to project risks. Tools used to analyze and plan for managing project risk. May be taught concurrently with TCM 503. Cannot receive credit for both TCM 603 and TCM 503. 3(3-0) D

### TCM 611 Product Design and Development

Prerequisite: TCM 701 and acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. An overview of the product development process from concept generation to design in an entrepreneurial environment. The perspectives of marketing, design and manufacturing are blended into a single approach to product development. Provides students with an appreciation for the realities of industrial practice and for the complex and essential roles played by the various members of product development teams. May be taught concurrently with TCM 511. Cannot receive credit for both TCM 611 and TCM 511. 3(3-0) S

### TCM 645 Project Control Systems

Prerequisite: TCM 701 and acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. Advanced application of microcomputers with an emphasis on their use in project control. Topics include project control planning and objectives, change control processes, project documentation and communication, project progress/ variance reports, payment requisitions, project closure activities, and project lessons learned systems. May be taught concurrently with TCM 545. Cannot receive credit for both TCM 645 and TCM 545. 3(3-0) Su

### TCM 651 Cost Analysis for Project Management

Prerequisite: acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. The use of cost analysis as a decision-making tool in the context of project management. Topics include the time value of money, analysis of alternatives, decision-making under risk, estimating, cost accounting, and capital budgeting. May be taught concurrently with TCM 551. Cannot receive credit for both TCM 651 and TCM 551. 3(3-0) F,S



## TCM 655 Statistical Quality Control and Design of Experiments

Topics include the practice of statistical techniques widely used in industry to improve quality, reduce costs, and optimize processes. Minimization of variability and basic approaches to statistically designed experiments are emphasized. May be taught concurrently with TCM 555. Cannot receive credit for both TCM 655 and TCM 555. 3(3-0) D

## TCM 696 Readings in Technology Management

Prerequisite: permission of department head. Directed readings for individuals requiring additional depth or breadth of study. Outline of study must be approved prior to enrolling. May be repeated to a total of 6 hours. May be taught concurrently with TCM 596. Cannot receive credit for both TCM 696 and TCM 596. 1-3 F,S

## TCM 697 Topics in Technology Management

A variable content course with topics that depend on faculty and student interests. Consult the semester class schedule for the current offering under this number. May be repeated up to a total of 9 hours when content varies. May be taught concurrently with TCM 597. Cannot receive credit for both TCM 697 and TCM 597. 1-3 D

## TCM 701 Project Management

Prerequisite: acceptance in the Project Management M.S. or graduate certificate program; or permission of the Project Management Program Director. This course provides a comprehensive overview of project management. The culture, principles, and basic techniques of project management are addressed using the project lifecycle as the primary organizational guideline. The project management functions of planning, organizing, motivating and controlling with an emphasis on the application to business and technology are explained. Basic tools of project management such as work breakdown structure, scheduling, contracting, earned value analysis, and risk management are explained and demonstrated. 3(3-0) F,S

## TCM 710 Project Leadership

Prerequisite: acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. A practical and relevant course that focuses on the people skills needed to manage a project successfully. Prepares students to handle project problems related to communication, motivation, performance, behavior, and crisis. Students analyze real life scenarios and develop solutions that are supported by the latest research to develop skills necessary for strong, effective project leadership. 3(3-0) F,S

## TCM 726 Seminar in Project Management

Prerequisite: TCM 701; and a total of 21 graduate hours in the Project Management M.S. program of study; and permission of Project Management Program Director. Presentation and discussion of professional or technical problems in the organization and management of projects. Students are expected to demonstrate the ability to apply the knowledge and experience gained in their program of study to the critical evaluation and analysis of the theory, research and practice of project management. 3(3-0) F,S

## TCM 740 Management of Innovation and Technology

Prerequisite: acceptance in the Project Management M.S. program or graduate certificate program; or permission of the Project Management Program Director. Focuses on the strategic management of technology and innovation in organizations. Builds primarily on broad models of technological evolution and organizational change. Students analyze crucial organizational innovation and technology issues and identify concrete managerial actions to address innovation and technology problems and opportunities. 3(3-0) Su

## TCM 750 Advanced Project Management

Prerequisite: TCM 701; and a total of 12 graduate hours in the Project Management M.S. program of study. Builds upon the foundation of prerequisite courses by discussing advanced problems encountered in the discipline of project management in a seminar format. Practical examination of projects using the criteria of project excellence and project management maturity models. Students are expected to demonstrate the ability to apply the knowledge and experience gained in their program of study to the critical evaluation and analysis of the theory, research and practice of project management. 3(3-0) S

#### TCM 760 Special Investigations

Prerequisite: permission of Project Management Program director. The student in consultation with the advisor selects for in-depth study an area determined by the interest and background of the students. Based on demand and timeliness of the subject a cluster study group may engage in a joint investigation. May be repeated to a total of 5 hours. 1-5 D

#### TCM 792 Graduate Internship

Prerequisite: permission of Project Management Program Director. Educational experience in cooperation with student's full-time employer. Written, oral, and classroom assignments related to workplace improvement. May be repeated, but no more than 6 hours may be counted as credit toward a masters degree. 3(3-0) F,S,Su

#### TCM 798 Research

Prerequisite: permission of Project Management Program Director. Supervised research in technology. May be repeated, but not more than 3 hours may be counted toward a masters degree. Graded Pass/Not Pass only. 1-3 F,S,Su

#### TCM 799 Thesis

Prerequisite: permission of Project Management Program Director. Preparation of a thesis. May be repeated, but no more than 3 hours may be counted as credit toward a masters degree. Graded Pass/Not Pass only. 1-3 F,S,Su



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