Mike Ilitch
School of Business
Dean Robert Forsythe
Foreword to the Mike Ilitch School of Business

The Mike Ilitch School of Business is a professional school concerned with the theory and practice of business administration. The primary objectives of the School are to provide a contemporary education of high quality for business administration students, to develop new knowledge through research and to encourage application of its findings. To this end, in addition to their instructional services, the faculty has been a continuing source of notable scholarly publications and it is a special strength of the School that this research faculty teaches both undergraduate as well as graduate courses.

This School has a tradition of instructional programs exemplifying high standards for both faculty and students as is acknowledged by the accreditation of the AACSB International (the Association to Advance Collegiate Schools of Business) for both the baccalaureate and master’s degree programs. The School provides relevant, comprehensive business education through programs that serve recent high school graduates as well as more mature student populations. The student body is racially and ethnically diverse, commuting, and often working and raising families. To meet the needs of these students, the School schedules classes on campus, at the University Oakland Center and online.

The Mike Ilitch School of Business also recognizes its obligation to community service. As part of an urban university, the School makes a special commitment to foster basic and applied research that will benefit business enterprises. Equally important is the dedication to excellence in the instructional programs that create and support the leadership that is critical to the continuing revitalization of southeastern Michigan.

Accreditation

Mike Ilitch School of Business programs are accredited as follows:

School: Accreditation Council of AACSB International: The Association to Advance Collegiate Schools of Business. (AACSB)

Undergraduate Program

The undergraduate program begins with students acquiring an educational foundation in several introductory business courses and in the basic sciences and the humanities. During the third and fourth years, students follow a program designed to provide professional education in the major. Students may select majors in accounting, finance, global supply chain management, management, information systems management, and marketing. Degrees of Bachelor of Science in Business Administration or Bachelor of Arts in Business Administration are awarded; post-bachelor certificates in accounting and information systems management are also offered. For additional undergraduate information, consult the Wayne State University Undergraduate Bulletin.

Programs, Graduate

MASTER OF BUSINESS ADMINISTRATION and JOINT JURIS DOCTOR / MASTER OF BUSINESS ADMINISTRATION

MASTER OF SCIENCE IN ACCOUNTING

MASTER OF SCIENCE IN TAXATION

GRADUATE CERTIFICATE IN BUSINESS

DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

The program leading to the Master of Business Administration degree educates graduate students for professional careers in business administration. The program requires a minimum of thirty-six graduate credits beyond the pre-professional foundation requirements. Graduate courses are offered at both on- and off-campus locations during the late afternoon and evening, and online. It is possible for students to complete their M.B.A. online, onsite, or through a combination of online and onsite courses.

The program leading to the Master of Science in Accounting is designed to prepare individuals for careers in accounting in public accounting firms, private industries, financial institutions, and government and nonprofit organizations. The program requires a minimum of thirty credits beyond the foundation requirements. Courses are offered in the late afternoon and evening.

The program leading to the Master of Science in Taxation (M.S.T.) degree prepares students for entry into professional tax practice in both the public and private sectors. Through the interdisciplinary nature of the program, the M.S.T. candidate learns the accounting, legal, and public policy aspects of taxation. The program requires a minimum of thirteen credits beyond the foundation requirements. Courses are offered in the late afternoon and evening.

The program leading to the Graduate Certificate in Business is designed to equip non-business degree holders with relevant business knowledge pertaining to the daily operations of business in corporate, non-profit and entrepreneurial settings. The program requires a minimum of thirty credits beyond the foundation requirements. Courses are offered in the late afternoon and evening or online.

The Doctor of Philosophy in Business Administration prepares persons interested in careers in research and university teaching. The core goals for Ph.D. students are the creation of new knowledge through research and excellence in teaching. This program offers concentrations in finance, management, and marketing. For more detailed information about the Ph.D. program see Business Administration (Ph.D. Program), p. 82 as well as the School’s website at http://www.ilitchbusiness.wayne.edu

Mission Statement

Our mission is to prepare our students for challenging and rewarding careers, advance the boundaries of scholarly and practitioner knowledge, and enhance the economic vitality of the city of Detroit, the state of Michigan and beyond through our programs, research and community engagement.

Administration and Faculty of the Mike Ilitch School of Business

Dean: Robert Forsythe
Associate Deans: Margaret Smoller and Toni M. Somers
Assistant Dean of Student Services: Linda S. Zaddach
Chairperson, Department of Accounting: Myles Stern
Chairperson, Department of Finance: Sudip Datta
Chairperson, Department of Management and Information Systems: Christine Jackson
Chairperson, Department of Marketing and Global Supply Chain Management: John C. Taylor
Director, Career Planning and Placement: Carlos Pierre
Director, Graduate Programs Office: Kiantee N. Rupert-Jones
Director, IT Department: Richard Lerman
Director, Marketing Communications: Steven Townsend
Director, Ph.D. Programs: Attila Yaprak

72 School of Business Administration
**Professors**
B. Anthony Billings, Abhijit Biswas (Kmart Chair), Mai Iskandar Datta, Sudip Datta (T. Norris Hitchman Endowed Chair), Robert Forsythe, Christine Jackson, Celia R. Livermore-Romm, James E. Martin, Marick Masters, Fred Morgan, Irvin D. Reid, Alan Reinstein (Husband Professor), Toni M. Somers, William H. Volz, Antila Yaprak

**Associate Professors**

**Assistant Professors**
Hugo DeCampos, Tingting Yan.

**Senior Lecturers**
Deborah Jones, Ariel S. Levi, Sherilynn J. Perelli, Antonie Walsh

**Lecturers**
Mark Savitskie, Gary Shields, Lori Sisk, Agnes Shepard, Daniel Weiner, Daniel Yeakel

**Faculty Emeriti**

**Directory of the Mike Ilitch School of Business**
Website: http://www.ilitchbusiness.wayne.edu

Telephone area code: 313

DEAN: 226 Prentis Building; 577-4501;
   Email: BusinessDean@wayne.edu

ASSOCIATE DEAN:
   226 Prentis Building; 577-4501;
   Email: BusinessUgradADean@wayne.edu;

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   240 Rands House; 577-4781;
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   Email: gradbusiness@wayne.edu

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   Email: sbastudentsenate@wayne.edu

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   100 Rands House; 577-9908;
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   Email: Bizoffice@wayne.edu

DEPARTMENT OF MARKETING AND SUPPLY CHAIN MANAGEMENT:
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UNDERGRADUATE PROGRAM INFORMATION: 577-4505

GRADUATE PROGRAM INFORMATION: 577-4510
Business Administration
(M.B.A. Program)

Admission (M.B.A.)

Admission to any graduate program is contingent upon admission to the Graduate School; for requirements, see Admission, Graduate School, p. 17. In addition, applicants to the M.B.A. program must comply with the following:

Admission to the Master of Business Administration program is limited to holders of baccalaureate degrees from regionally accredited institutions who demonstrate high promise of success in graduate business study. Several measures of probable success may be included in the evaluation of an applicant; criteria which may be considered are:

1. Performance on the Graduate Management Admission Test (GMAT); see below.
2. Undergraduate grade point averages and the trend of grades earned during undergraduate education.
3. Other indicators of promise of success in the graduate study of business, such as relevant employment and leadership experience.

Appeals to an admission denial may be made in writing to the Director of Graduate Programs, Mike Ilitch School of Business. Guidelines for formal appeals are available in the Mike Ilitch School of Business’s Graduate Programs Office, room 103 Prentis Building.

Graduate Management Admission Test (GMAT)
The GMAT must be taken prior to admission to graduate study. This test is a three-hour aptitude test designed to measure certain mental abilities and skills important in the study of management. The GMAT includes verbal, quantitative analytical writing and integrated reasoning sections administered by a computer. The Educational Outreach Office offers a preparation course for the GMAT (1-313-577-4449).

The GMAT is offered on a continuous basis by appointment at computer-based testing centers throughout North America and at selected international sites. Candidates can schedule a testing appointment by calling 1-800-717-GMAT (4628). A list of test centers is provided in the GMAT Bulletin and on GMAT’s web site, http://www.mba.com or http://www.gmac.com.

Most prospective graduate business students will take the GMAT or GRE for admissions, although the School of Business does offer GMAT/GRE waivers to highly qualified applicants. This is generally defined as those applicants who meet one of the following criteria:

1. Acceptable score on the Graduate Record Examinations (GRE), Law School Admission Test (LSAT) or Medical College Admission Test (MCAT) entrance exam.
2. GPA of 3.0 or higher from an AACSB-accredited business program (or GPA of 3.2 or higher from a regionally-accredited university in any major) OR at least three years of relevant professional experience that shows increased responsibility over that period.

Please contact the Graduate Programs Office for more information on GMAT waivers or equivalency requirements

Application: A completed Application for Graduate Admission, the application fee, and an official transcript from each college or university attended are required before a student can be considered for admission to graduate status. Students must apply online by the appropriate application deadline at the website: http://www.gradmissions.wayne.edu

Degree Requirements (M.B.A.)
Candidates for the Master of Business Administration degree must complete thirty-six credits in final-program course work with a minimum grade point average of 3.0. Additional foundation course work may be required prior to beginning the thirty-six final-program credits.

Degrees are granted upon the recommendation of the faculty of the Mike Ilitch School of Business. All course work must be completed in accordance with the regulations of the Graduate School and the Mike Ilitch School of Business governing graduate scholarship and degrees; see the sections beginning under Academic Regulations, Graduate, p. 32 and Academic Regulations for the Mike Ilitch School of Business, p. 83, respectively.

Business Administration and Law (M.B.A./J.D. Joint Degree Program)
Joint degree programs are those in which credit for some courses may be applied to both degrees. The Joint M.B.A./J.D. Program leads to the receipt of both the Master of Business Administration (M.B.A.) degree from the Mike Ilitch School of Business and the Juris Doctor (J.D.) degree from the Law School (see Law (J.D. Program), p. 276. The joint program allows students to fulfill the requirements of both programs concurrently. Students will need to complete all the requirements for both degrees, but Law School courses may count for up to nine elective credits toward the M.B.A. degree.

Applicants to this program must apply to both the Law School J.D. program and the Mike Ilitch School of Business M.B.A. program. Admission to the Concurrent M.B.A./J.D. Program requires separate approval by both the Law School and the Mike Ilitch School of Business. Students must: meet all admission requirements of both programs; be admitted to both programs; and obtain the separate approval of both units to participate in the concurrent degree program.

Students seeking admission into the Joint M.B.A./J.D. program may use their Law School Admission Test (LSAT) score for M.B.A. admission consideration, as long as the student makes it clear at the time of application that they would like to pursue this option. Otherwise, the student must take the Graduate Management Admission Test (GMAT) and submit that score for M.B.A. admission consideration. If the student is a current J.D. student within their first year of law school, the student may apply for the Joint M.B.A./J.D. program using the University Graduate Change of Status form and submitting all required application documents.

The first year of study is spent in the Law School; after completion of the first year, students may elect one Business School course per semester, with a maximum of four M.B.A. graduate courses applicable toward the J.D. degree. Students are eligible to apply a maximum of nine J.D. credits as M.B.A. elective credit, provided the following conditions are met:

1) The law school courses to be applied to the M.B.A. must be taken at the Wayne State University Law School, as part of the J.D. program;
2) A grade of ‘B’ (3.0) or higher must have been awarded for the courses; Passed/Not Passed credit is acceptable only for LEX 8631 and LEX 8633;
3) The courses must be relevant to the student’s Plan of Work as approved by the Graduate Committee;
4) The courses may not be more than five years old at the time of graduation;
5) The Law courses which will be considered for dual applicability are:
LEX 6200 – Contracts A; Cr. 3
LEX 6201 – Contracts B; Cr. 3
LEX 7009 – Advanced Bankruptcy; Cr. 3

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LEX 7014 – Advanced Corporate Tax Problems: Cr. 4
LEX 7026 – Antitrust: Cr. 2-4
LEX 7045 – Banking Law: Cr. 2
LEX 7060 – Business Planning: Cr. 4
LEX 7061 – Business Planning: Transactional Approach: Cr. 4-8
LEX 7125 – Consumer Law: Cr. 3
LEX 7141 – Corporate Finance: Cr. 3
LEX 7156 – Corporations: Cr. 4
LEX 7221 – Employment Law: Cr. 3
LEX 7353 – Health Care Organizations and Finance: Cr. 3
LEX 7404 – International Business Transactions: Cr. 3
LEX 7407 – International Intellectual Property Cr. 3
LEX 7603 – Mergers: Cr. 2-3
LEX 7626 – Ecommerce: Cr. 3
LEX 7831 – Trademarks and Unfair Competition: Cr. 3
LEX 8631 – Business and Community Law Clinic: Cr. 4
LEX 8633 – Advanced Business and Community Law Clinic: Cr. 4

6) If a Joint M.B.A./J.D. student would like to apply a J.D. course to the M.B.A. that is not listed above, the student must petition in writing to the Graduate Committee for dual application of credit.

Distribution Requirements, Course, (M.B.A.)

The master's degree program provides a fundamental background in business administration as well as opportunities for advanced specialization in particular areas. The program beyond the common body of knowledge is broad in nature and is directed at general competence for overall business management. There are three phases of course requirements. Depending on the student's academic background, there may be no foundation courses or as many as seven foundation courses required. All students must complete six core courses. Students must also choose six elective courses which can be used as part of a general curriculum. In the Traditional M.B.A. program may select electives that apply toward the completion of one or more of the concentrations as listed below.

Foundation Requirements (M.B.A.)

The following foundation courses are open only to students who have been formally admitted to a graduate program at Wayne State University — undergraduate, post-baccalaureate, and non-matriculated students are not eligible. (Analogous courses offered at the undergraduate level may be taken to satisfy Foundation Requirements prior to graduate admission. However, once a student has been formally admitted to the M.B.A. program, NO graduate credit shall be allowed for subsequent registrations in undergraduate courses analogous to the Foundation Requirements without approval of the Graduate Committee or its designee. Information regarding such courses is available in the Graduate Programs Office, 103 Prentis Building.) A cumulative grade point average of 3.00 ('B') is required for foundation requirements and no individual grade below 2.0 ('C') is acceptable. All foundation requirements must be completed before a student begins core and elective courses.

BA 6000 – Intro. to Accounting and Financial Reporting: Cr. 2
BA 6005 – Basics of Financial Management: Cr. 2
BA 6010 – Basics of Business Economics: Cr. 2
BA 6015 – Marketing Foundations: Cr. 2
BA 6020 – Contemporary Principles of Management: Cr. 2
BA 6025 – Basics of Production/Operations Management: Cr. 2
BA 6090 – Quantitative Analysis: Theory and Application: Cr. 2

In general, a baccalaureate degree in Business Administration from a regionally accredited institution fulfills most foundation requirements. However, each applicant's background will be individually examined to determine if any foundation course work is needed. If courses proposed to satisfy the foundation requirements of the M.B.A. program are over six years old, the Graduate Committee may require the applicant to demonstrate proficiency in the subject matter either by interview with a faculty member, by taking an equivalent course, or by taking an equivalent course by examination.

Foundation Waivers: While all of the above foundation courses are required, students who have had equivalent course work in their undergraduate programs (except for BA 6005, see below) with a cumulative g.p.a. of 3.00 ('B') or higher may be granted waivers of certain foundation courses at the time of their admission to the graduate program.

BA 6005 Foundation Waiver Criteria:
1) Students who have earned a grade of 3.00 ('B') or higher in an undergraduate course that is compatible with BA 6005 and the prior course was taken within the last three years from an AACSB accredited college or university. These students must also have quantitative GMAT/GRE scores higher than the 50th percentile.
2) Students who are Finance or Accounting majors from an AACSB accredited US or Canadian university, have obtained a g.p.a. of 3.00 or higher in the major, and have graduated in the last two years.
3) Students who are not Finance or Accounting major but have completed FIN 3290 or an equivalent course from an AACSB accredited US or Canadian university within the last 12 months and passed the course with a grade of 3.33 ('B+') or higher.
4) Students who do not meet any of these conditions may take and pass a waiver exam administered by the Department of Finance; however, they are strongly encouraged to take BA 6005.

Business Information Systems and Mathematics Proficiency: In addition to these courses, one college-level mathematics course and one course in business information systems are required.

Writing Proficiency: Each student admitted to the graduate business program is required to demonstrate competency in analytical writing. A score of at least 3.5 on the GMAT writing assessment will demonstrate this competency. A student who scores below 3.5 on the GMAT writing assessment must complete with a grade of 'C' or better ENG 3050 or a writing course approved by the Mike Ilitch School of Business Graduate Programs Office. The cumulative g.p.a. of all waived courses (for example, introduction to accounting or finance) and courses taken to demonstrate competency, such as ENG 3050, must be 'B' (3.0) or higher.

Core Requirements (M.B.A.)

The following six core courses are required of all students:
BA 7000 – Managerial Accounting: Cr. 3
BA 7020 – Corporate Financial Management: Cr. 3
BA 7040 – Managing Organizational Behavior: Cr. 3
BA 7050 – Marketing Strategy: Cr. 3
BA 7070 – Social Perspectives on the Business Enterprise: Cr. 3
BA 7080 – Strategic Management: Cr. 3

BA 7080, Strategic Management is the capstone course and is to be taken in the final twelve credits of the graduate program and only after the completion of the other five core courses. For those students with an undergraduate major in accounting, management or marketing, a more advanced course in a subject area (approved as part of the student's Plan of Work) must replace the pertinent core course noted above.

Concentration Requirements (M.B.A.)

The purpose of the concentration is to provide depth in a specialization that will contribute to the student's attainment of his or her professional objectives. The Mike Ilitch School of Business currently offers twelve areas of concentration. Students must take three elective courses from a pre-specified list of courses to obtain a concentration. The following are the areas of concentrations and the list of courses that must be completed to fulfill the concentration requirement.

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Accounting Systems
Complete any three of the following courses:
ACC 7040 – Intermediate Financial Accounting I: Cr. 3
ACC 7130 – Intermediate, Managerial Accounting: Cr. 3
ACC 7145 – Accounting Systems: Design and Controls: Cr. 3
ACC 7148 – ERP Systems: Concepts and Practice: Cr. 3

Auditing
Complete any three of the following courses:
ACC 7040 – Intermediate Financial Accounting I: Cr. 3
ACC 7050 – Intermediate Financial Accounting II: Cr. 3
ACC 7180 – Auditing: Cr. 3
ACC 7190 – Advanced Auditing: Cr. 3

Corporate Governance
Complete the following:
ACC 7310 – Bus. and Professional Ethics for Managers and Accountants: Cr. 3
BLW 7220 – Law of Corporate Management and Finance: Cr. 3
MGT 7620 – Complex Organizations: Cr. 3

Finance:
Complete:
FIN 7230 – Investment Policies: Cr. 3
- and at least two of the following courses:
FIN 7000 – Applied Financial Analysis: Cr. 3
FIN 7229 – Corporate Valuation: Cr. 3
FIN 7220 – Advance Managerial Finance: Cr. 3
FIN 7290 – Topics in Finance: Cr. 3
FIN 7330 – Fixed Income Securities: Cr. 3
FIN 7340 – Futures and Options: Cr. 3
FIN 7090 – Money and Capital Markets: Cr. 3
FIN 7870 – International Finance: Cr. 3

Financial Accounting
Complete:
ACC 7040 – Intermediate Financial Accounting I: Cr. 3
ACC 7050 – Intermediate Financial Accounting II: Cr. 3
- and at least one of the following courses:
ACC 7115 – Financial Statement Analysis: Cr. 3
ACC 7122 – Advanced Accounting I: Cr. 3
ACC 7125 – Advanced Accounting II: Cr. 3
ACC 7145 – Accounting Systems: Design and Controls: Cr. 3
ACC 7155 – Forensic Accounting: Cr. 3
ACC 7180 – Auditing: Cr. 3
ACC 7188 – Governmental and Not-for-Profit Accounting: Cr. 3
ACC 7190 – Advanced Auditing: Cr. 3
ACC 7192 – Accounting Theory: Cr. 3

Global Supply Chain
Complete:
GSC 7620 – Global Supply Chain Management: Cr. 3
GSC 7650 – Strategic Procurement: Cr. 3
- and one of following courses:
ACC 7148 – ERP Systems and Business Integration: Cr. 3
GSC 7010 – Desktop Decision Tools: Cr. 3
GSC 7260 – Theory of Constraints: Cr. 3
GSC 7670 – Special Topics in Supply Chain Management: Cr. 3
GSC 7991 – Principles of Quality Management: Cr. 3
ISM 7510 – Database Management: Cr. 3
MKT 7450 – Business Research and Methodology: Cr. 3
MKT 7460 – International Business: Cr. 3
MKT 7500 – International Marketing Strategy: Cr. 3
MKT 7700 – Management of Retail Enterprises: Cr. 3
MKT 7950

Human Resources Management
Complete:
MGT 7640 – Human Resource Management: Cr. 3
MGT 7750 – Labor Relations and Collective Bargaining: Cr. 3
- and one of the following courses (ELR are Employment and Labor Relations courses):
ELR 7010 – Healthcare, Retirement, and Employee Benefit Plans: Cr. 3
ELR 7450 – Employment Relations Law in North America: Cr. 3
MGT 7650 – Strategic Human Resource Management: Cr. 3
MGT 7790 – Compensation Administration: Cr. 3

Information Systems Management
Complete at least three of the following courses:
ISM 7505 – Information Analytics: Cr. 3
ISM 7510 – Database Management: Cr. 3
ISM 7530 – Societal and Ethical Issues in the Information Age: Cr. 3
ISM 7560 – Survey of E-Commerce: Cr. 3
ISM 7570 – Data Mining: Cr. 3
ISM 7575 – Corporate Computer Networks and IT Security: Cr. 3
ISM 7994 – Digital Content Development: Cr. 3
ISM 7996 – Principles for Customer Relationship Management (CRM): Cr. 3

Internal Audit
Complete:
ACC 7165 – Internal Audit I: Cr. 3
ACC 7168 – Internal Audit II: Cr. 3
- and at least two of the following courses:
ACC 7100 – Financial Accounting for Managers: Cr. 3
ACC 7040 – Intermediate Financial Accounting I: Cr. 3
ACC 7050 – Intermediate Financial Accounting II: Cr. 3
ACC 7145 – Accounting Systems: Design and Controls: Cr. 3
ACC 7155 – Forensic Accounting: Cr. 3
ACC 7180 – Auditing: Cr. 3
ACC 7190 – Advanced Auditing: Cr. 3
ACC 7310 – Bus. and Professional Ethics for Managers and Accountants: Cr. 3
ACC 7990 – Internship in Accounting or Tax Practice: Cr. 3

International Business
Complete:
MKT 7460 – International Business: Cr. 3
MKT 7500 – International Marketing Strategy: Cr. 3
- and one of the following courses:
BA 7560 – Global Perspectives in Management: Cr. 3
GSC 7620 – Global Supply Chain Management: Cr. 3
FIN 7870 – International Finance: Cr. 3
MKT 7600 – The Northern American Economy: Cr. 3
MKT 7950 – Business and Sustainability: Cr. 3

Management
Complete at least three of the following courses:
MGT 7620 – Complex Organizations: Cr. 3
MGT 7630 – Organizational Change and Development: Cr. 3
MGT 7640 – Management of Human Resources: Cr. 3
MGT 7660 – Entrepreneurial Management: Cr. 3
MGT 7815 – Strategic Leadership: Cr. 3
MGT 7816 – Leading in Organizations: Cr. 3
MGT 7850 – Management through Constructive Persuasion: Cr. 3
MGT 7900
- Or
ISM 7900 – Project Management Cr. 3
MKT 7950 – Business and Sustainability: Cr. 3
MKT 8000 – Seminar in Management: Cr. 3
Accounting

Complete:
- ACC 7450 – Taxes and Business Strategy: Cr. 3
- ACC 7998 – Seminar in Tax and Accounting Policy: Cr. 3

- and one of the following courses:
  - ACC 7420 – Taxation by State and Local Jurisdictions: Cr. 3
  - ACC 7410 – Tax Accounting Methods and Deferred Income Taxes: Cr. 3
  - ACC 7400 – Taxation of International Business and Multinational Transactions: Cr. 3

Elective Requirements (M.B.A.)

All elective courses must be at the 7000 level or higher and must be offered by the Mike Ilitch School of Business. The written approval of the Dean or his/her designee is required to take any course as an M.B.A. elective outside the Mike Ilitch School of Business. (Only students holding a bachelor's degree in business administration are eligible to take elective courses outside the Mike Ilitch School of Business.) Students may select any combination of elective courses from the following set of courses.

Accounting

- ACC 7040 – Intermediate Financial Accounting I: Cr. 3
- ACC 7050 – Intermediate Financial Accounting II: Cr. 3
- ACC 7100 – Financial Accounting for Managers: Cr. 3
- ACC 7115 – Financial Statement Analysis: Cr. 3
- ACC 7200 – Management Accounting: Cr. 3
- ACC 7480 – Cost and Managerial Accounting: Cr. 3
- ACC 7470 – Advanced Cost Accounting: Cr. 3
- ACC 7450 – Taxes and Business Strategy: Cr. 3
- ACC 7420 – Taxation by State and Local Jurisdictions: Cr. 3
- ACC 7410 – Tax Accounting Methods and Deferred Income Taxes: Cr. 3
- ACC 7400 – Taxation of International Business and Multinational Transactions: Cr. 3
- ACC 7340 – Taxation of Pass-through Entities: Cr. 3
- ACC 7335 – Taxation of Corporations and Shareholders II: Cr. 3
- ACC 7320 – Advanced Tax Problems: Cr. 3
- ACC 7300 – Accounting and Tax Research and Professional Communications: Cr. 3
- ACC 7290 – Business Research and Methodology: Cr. 3
- ACC 7280 – Entrepreneurial Finance and Venture Capital: Cr. 3
- ACC 7270 – Taxation of Pass-through Entities: Cr. 3
- ACC 7260 – Advanced Tax Research and IRS Procedures: Cr. 3
- ACC 7250 – Advanced Tax Problems: Cr. 3
- ACC 7240 – Advanced Tax Problems: Cr. 3
- ACC 7230 – Investment Policies: Cr. 3
- ACC 7220 – Advanced Managerial Finance: Cr. 3
- ACC 7210 – Taxation of Pass-through Entities: Cr. 3
- ACC 7200 – Management of Retail Enterprises: Cr. 3
- ACC 7192 – Accounting Theory: Cr. 3
- ACC 7190 – Advanced Auditing: Cr. 3
- ACC 7188 – Governmental and Not-For-Profit Accounting: Cr. 3
- ACC 7180 – Auditing: Cr. 3
- ACC 7185 – Internal Audit I: Cr. 3
- ACC 7184 – Financial Management: Cr. 3
- ACC 7182 – Financial Management: Cr. 3
- ACC 7170 – Managerial Accounting: Cr. 3
- ACC 7168 – Internal Audit I: Cr. 3
- ACC 7165 – Internal Audit II: Cr. 3
- ACC 7160 – Auditing: Cr. 3
- ACC 7155 – Forensic Accounting: Cr. 3
- ACC 7150 – Financial Accounting: Cr. 3
- ACC 7148 – ERP Systems and Business Integration: Cr. 3
- ACC 7145 – Accounting Systems: Design and Controls: Cr. 3
- ACC 7140 – Tax Problems in Business Affairs: Cr. 3
- ACC 7130 – Intermediate Managerial Accounting: Cr. 3
- ACC 7120 – Advanced Auditing: Cr. 3
- ACC 7115 – Financial Statement Analysis: Cr. 3
- ACC 7110 – Financial Accounting for Managers: Cr. 3
- ACC 7100 – Financial Accounting: Cr. 3
- ACC 7090 – Applied Financial Analysis: Cr. 3
- ACC 7080 – Financial Accounting: Cr. 3
- ACC 7070 – Financial Accounting: Cr. 3
- ACC 7060 – Financial Accounting: Cr. 3
- ACC 7050 – Financial Accounting: Cr. 3
- ACC 7040 – Financial Accounting: Cr. 3
- ACC 7030 – Financial Accounting: Cr. 3
- ACC 7020 – Financial Accounting: Cr. 3
- ACC 7010 – Financial Accounting: Cr. 3
- ACC 7000 – Financial Accounting: Cr. 3
- ACC 7998 – Seminar in Tax and Accounting Policy: Cr. 3
Marketing

MKT 7150 – Global Automotive Marketing Strategy: Cr. 3
MKT 7430 – Advertising Management: Cr. 3
MKT 7450 – Business Research and Methodology: Cr. 3
MKT 7460 – International Business: Cr. 3
MKT 7470 – Consumer and Industrial Buying Behavior: Cr. 3
MKT 7500 – International Marketing Strategy: Cr. 3
MKT 7700 – Management of Retail Enterprises: Cr. 3
MKT 7870 – Seminar in Marketing: Cr. 3
MKT 7890 – Internship: Marketing: Cr. 3
MG 7950
Or
MKT 7950 – Business and Sustainability: Cr. 3
MKT 7955 – Directed Study: Marketing: Cr. 1-3

Examination Requirements (M.B.A. / C.P.A.)

M.B.A. students who hold a baccalaureate degree in a field other than accounting and who wish to qualify to sit for the C.P.A. examination in the State of Michigan should contact their advisor in the Graduate Programs Office (313-577-4511) as early as possible. While no formal M.B.A. curriculum is offered to meet the educational requirements of the Michigan State Board of Accountancy, an individualized Plan of Work can be developed. Generally, such a Plan of Work includes more than the minimum number of courses required for the M.B.A.

Business, Graduate Certificate in

Admission Requirements: Admission to this program is contingent upon admission to the Graduate School; for requirements, see Admission, Graduate School, p. 17. In addition, applicants must have earned a minimum g.p.a. of 3.0 in their undergraduate/graduate program. Applicants who already have a business or related degree are not eligible.

Curriculum Requirements: The Graduate Certificate in Business is designed to provide non-business undergraduates fundamental knowledge in the basic functional areas of business administration: Accounting, Finance, Management and Marketing. The Certificate program requires successful completion of thirteen credits consisting of six courses: four functional basic required courses (eight credits); a foundation elective course (two credits); and a functional elective course (three credits). Courses are to be chosen from the following.

Functional Basics (four required):
- BA 6000 – Introduction to Accounting and Financial Reporting: Cr. 2
- BA 6005 – Basics of Financial Management: Cr. 2
- BA 6015 – Marketing Foundations: Cr. 2
- BA 6020 – Contemporary Principles of Management: Cr. 2

Foundation Electives (one required):
- BA 6010 – Basics of Business Economics: Cr. 2
- BA 6025 – Basics of Production/Operations Management: Cr. 2
- BA 6090 – Quantitative Analysis: Theory and Application: Cr. 2

Functional Electives (one required):
- BA 7000 – Managerial Accounting: Cr. 3
- BA 7020 – Corporate Financial Management: Cr. 3
- BA 7040 – Managing Organizational Behavior: Cr. 3
- BA 7050 – Marketing Strategy: Cr. 3
- BA 7070 – Social Perspectives on the Business Enterprise: Cr.

Information Systems Management (Post-Bachelor’s Certificate Program)

The Post-Baccalaureate Certificate in Information Systems Management develops information systems competencies in managing and applying computer technology to analyze, design and implement ways to increase organizational effectiveness, efficiency and competitiveness to support managerial decision making.

The certificate provides more than a basic knowledge of information systems. Students completing the program achieve competency in information systems terminology, concepts and principles; information systems analysis/design through application and knowledge of current hardware and software; and planning and carrying out system development and management of information systems

Admission Requirements

A bachelor’s degree is required for the Post-Baccalaureate Certificate in Information Systems and Management. Any baccalaureate degree from an accredited institution, regardless of major, is acceptable. Because these courses are not technical, this program is available to students with a variety of undergraduate backgrounds.

Students who have received their undergraduate degree from Wayne State University should process a change in their status at the University Registrar’s Office to “Post-Baccalaureate”. Students who have received an undergraduate degree from another institution must complete the Application of Undergraduate Admission form and request that official transcripts be sent directly to the Office of Undergraduate Admissions.

CERTIFICATE REQUIREMENTS

A minimum of twenty-four credits are required for the certificate: five required courses (fifteen semester credits) and three elective courses (nine semester credits).

Students must complete all courses with a minimum grade ‘C’ or better, and maintain at least a cumulative 2.5 Grade Point Average (g.p.a.) in order to earn the Post-Baccalaureate Certificate in ISM. All Courses are three credits and all courses are offered online and NO class time is required.

Scheduling: Students may commence the Post-Bachelor’s ISM program in any term and should assume at least one year for completion if enrolled on a full-time basis; two years maybe required for part-time registration.

Core Courses (fifteen credits)
- ISM 3630 – Business Information Systems: Cr. 3
- ISM 5620 – Systems Analysis and Design: Cr. 3
- ISM 5860 – Data Communications and Networks: Cr. 3
- ISM 5992 – Database Systems: Cr. 3
- ISM 5994 – Software Tools for Business Applications: Cr. 3

Elective Courses (nine credits)
- ISM 4574 – Intro. to Corporate Computer Networks and IT Security: Cr. 3
- ISM 5530 – Ethics in Information Technology: Cr. 3
- ISM 5560 – Survey of E-commerce: Cr. 3
- ISM 5570 – Data Mining: Cr. 3
- ISM 6997 – Information Systems Policy and Management: Cr. 3

Total Program Requirements: 24 Credits

Accounting (Post-Bachelor’s Certificate)

The post-baccalaureate certificate program in accounting is designed to enable students who already hold a bachelor’s degree in business administration or accounting to obtain the required educational background to be licensed as a Certified Public Accountant in Michigan.

Admission: Students must have a bachelor’s degree from an accredited institution, with a grade point average of at least 2.0.

Students who have received their undergraduate degree from Wayne State University should process a change in their status at the Registrar’s Office to “Post-Baccalaureate.” Students who have received an undergraduate degree in these areas from another institution must complete the Application for Undergraduate Admission form and request that official transcripts be sent directly to the Office of Admissions.

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CERTIFICATE REQUIREMENTS
Candidates for this certificate must successfully complete a minimum of twenty-four credits in course work at Wayne State University following completion of the bachelor's degree, with a cumulative grade point average of not less than 2.0. Of these twenty-four credits, students must complete a minimum of six credits from courses offered by the Department of Accounting. Additionally, a minimum of twelve credits must be from courses offered within the School (Accounting, Finance, Information Systems, Marketing, and Management). Students, who have not completed ACC 3010 and ACC 3020 (or equivalent courses), must complete ACC 3010 and ACC 3020 in addition to the minimum twenty-four credits required for the Certificate.

Each student’s Plan of Work will be individually designed. Students intending to use this certificate to meet the requirements for licensure as a Certified Public Accountant in Michigan will work with their advisor to ensure that the courses chosen meet the requirements of the licensing body.

Accounting (M.S.A. Program)

Admission (M.S.A.)

Admission to any graduate program is contingent upon admission to the Graduate School; for requirements, see Admission, Graduate School, p. 17. In addition, applicants to the M.S.A. program must comply with the following:

Admission to the Master of Science in Accounting (M.S.A.) program is limited to students who demonstrate high promise of success and hold a baccalaureate degree in business administration, a discipline area of business administration, or accounting from regionally accredited institutions. Several measures of probable success that may be considered in the evaluation of an applicant include but are not limited to:

1. Performance on the Graduate Management Admission Test (GMAT); see Graduate Management Admission Test (GMAT), p. 74.
2. Undergraduate grade point averages and the trend of grades earned during undergraduate education.
3. Other relevant factors such as employment and leadership experience.

The M.S. in Accounting Committee is authorized to review the credentials of each applicant. Final approval of the applicant's admission to graduate study in accounting is authorized by the Dean of the Mike Ilitch School of Business or the Dean's designee, upon recommendation of the M.S.A. Committee. Appeals to an admission denial must be made in writing to the Director of Graduate Programs, Mike Ilitch School of Business. A copy of the guidelines for formal appeals is available in the School's Graduate Programs Office, 103 Prentis.

Before an applicant can be considered for admission, the following material must be timely submitted:

1. an online W.S.U. Application for Graduate Admission: http://www.gradadmissions.wayne.edu
2. an official transcript from each college or university previously attended by the applicant;
3. an official notification of the applicant's score on the GMAT and, if required, the TOEFL. (For information regarding the GMAT, see Graduate Management Admission Test (GMAT), p. 74.)

Degree Requirements (M.S.A.)

The M.S.A. degree program requires completion of thirty credits in final-program coursework with a grade point average of not less than 3.0. Additional foundation coursework may also be required prior to starting the thirty credits of final-program coursework. Degrees are granted upon recommendation of the faculty of the Mike Ilitch School of Business. Consideration is given to both scholastic achievement and the extent to which the candidate has met the standards and requirements of the School. All course work must be completed in accordance with the regulations of the Graduate School and the Mike Ilitch School of Business governing graduate scholarship and degrees; see the sections beginning under Admission, Graduate School, p. 17 and Academic Regulations for the Mike Ilitch School of Business, p. 83, respectively. University policies on transfer of credits from other institutions will apply.

Distribution Requirements, Course (M.S.A.)

The M.S.A. program consists of four course categories, as follows: Foundation Courses are required pre-professional courses but ones for which credit is not applicable to the M.S.A. degree. Appli-
cants who have already earned a degree in business administration or accounting may usually be able to waive most, if not all, of the foundation course requirements.

Core Courses are seven courses providing in-depth coverage of the body of knowledge associated with studies in accounting. Applicants who have already earned a degree in accounting may be able to waive many of the core courses and substitute accounting electives in their place.

Elective Courses are two additional courses surrounding coverage of the body of knowledge associated with studies in accounting.

Capstone Course: When nearing the conclusion of the M.S. in Accounting program, the degree candidate will take ACC 7998, Seminar in Tax and Accounting Policy.

Foundation Requirements (M.S.A.)

The M.S.A. is an advanced degree. Before progressing to the core courses of the program, the student should possess a solid foundation in accounting as comprised by the following set of three courses:

ACC 7040 – Intermediate Financial Accounting I: Cr. 3
ACC 7050 – Intermediate Financial Accounting II: Cr. 3
BA 7000 – Managerial Accounting: Cr. 3

However, if the applicant's business administration or accounting degree is from a college or university located outside of the United States, some or all of the foundation requirements may not be waived because U.S. generally accepted accounting principles (US GAAP) may not have been studied.

The graduate-level foundation courses (BA 7000, ACC 7040 and 7050) cited above are open only to students who have been formally admitted to a graduate program at Wayne State University. Analogous courses offered at the undergraduate level (as determined by the admission evaluation process) may be taken to satisfy foundation requirements prior to graduate admission. However, once a student has been formally admitted to the M.S.A. program, NO graduate credit will be allowed for subsequent registration in undergraduate courses.

A cumulative grade point average of 3.0 ('B') is required in foundation requirements courses. No individual grade below ‘C' (2.0) is acceptable. Students may begin taking Core courses during the semester in which they elect Foundation Requirements, subject to the prerequisite and corequisite requirements of the Core courses.

Core Requirements (M.S.A.)

(Twenty-one Credits)

The following seven courses are required of all students and are prerequisite or corequisite to subsequent/concurrent elective courses. ACC 7300 must be completed within the first nine credits of the program.

CORE REQUIREMENTS

ACC 7115 – Financial Statement Analysis: Cr. 3
ACC 7120 – Intro. to Taxation: Individuals: Cr. 3
ACC 7130 – Intermediate Managerial Accounting: Cr. 3
ACC 7145 – Accounting Systems: Design and Controls: Cr. 3
ACC 7180 – Auditing: Cr. 3
ACC 7300 – Acct. and Tax Research and Professional Communications: Cr. 3
ACC 7310 – Bus. and Prof. Ethics for Managers and Accountants: Cr. 3

For students who have completed undergraduate or graduate courses equivalent to Core courses within the preceding three years with a grade point average of 3.0 or above, one or more advanced courses in accounting may be substituted for Core courses, at the discretion of the M.S.A. committee.

Elective Requirements (M.S.A.)

(Six Credits)

A minimum of two electives chosen from accounting courses offered at the 7000 level are required of all M.S.A. students. A student may begin to take electives once he/she has completed the foundation requirements.

ACCOUNTING ELECTIVES

ACC 7122 – Advanced Accounting I: Cr. 3
ACC 7125 – Advanced Accounting II: Cr. 3
ACC 7148 – ERP Systems and Business Integration: Cr. 3
ACC 7155 – Forensic Accounting: Cr. 3
ACC 7165 – Internal Audit I: Cr. 3
ACC 7168 – Internal Audit II: Cr. 3
ACC 7170 – International Accounting: Cr. 3
ACC 7188 – Governmental and Not-for-Profit Accounting: Cr. 3
ACC 7190 – Advanced Auditing: Cr. 3
ACC 7192 – Accounting Theory: Cr. 3
ACC 7320 – Intro. to Taxation: Business Entities: Cr. 3
ACC 7325 – Advanced Tax Research and IRS Procedures: Cr. 3
ACC 7335 – Taxation of Corporations and Shareholders III: Cr. 3
ACC 7340 – Taxation of Pass-through Entities: Cr. 3
ACC 7400 – Tax of International Bus. and Multinational Trans.: Cr. 3
ACC 7410 – Tax Accounting Methods and Deferred Income Taxes: Cr. 3
ACC 7420 – Taxation by State and Local Jurisdictions: Cr. 3
ACC 7430 – Taxation of Exempt Organizations: Cr. 3
ACC 7440 – Financial and Estate Planning: Cr. 3
ACC 7450 – Taxes and Business Strategy: Cr. 3
ACC 7490 – Internship in Accounting: Cr. 3
ACC 7995 – Directed Study in Accounting: Cr. 1-5
BLW 7210 – Business Law for Entrepreneurs: Cr. 3
BLW 7220 – Law of Corporate Management and Finance: Cr. 3

Business Electives (zero to nine credits): Students may choose electives from graduate business courses (offered at the 7000 level) based on their professional interests, with prior approval from the M.S. in Accounting Committee.

Capstone Requirement (M.S.A.)

ACC 7998, Seminar in Tax and Accounting Policy, is the capstone course for all M.S.A. degree candidates; it must be elected as part of the final nine credits in the student’s program. ACC 7998 provides the opportunity to combine concepts developed by students in their professional and educational experience with economic, social, industrial, administrative, and legislative policy considerations.
Taxation (M.S.T. Program)

Admission (M.S.T.)

Admission to any graduate program is contingent upon admission to the Graduate School; for requirements, see Admission, Graduate School, p. 17. In addition, applicants to the M.S.T. program must comply with the following:

1. Performance on the Graduate Management Admission Test (GMAT); see Graduate Management Admission Test (GMAT), p. 74.
2. Undergraduate grade point averages and the trend of grades earned during undergraduate education.
3. Other relevant factors such as employment and leadership experience.

The M.S.T. Committee is authorized to review the credentials of each applicant. Final approval of the applicant's admission to graduate study in taxation is authorized by the Dean of the Mike Ilitch School of Business or the Dean's designee, upon recommendation of the M.S.T. Committee. Appeals to an admission denial must be made in writing to the Director of the Graduate Programs, Mike Ilitch School of Business. A copy of the Guidelines for formal appeals is available in the School's Graduate Programs Office.

Before an applicant can be considered for admission, the following material must be timely submitted:

1. An online W.S.U. Application for Graduate Admission: http://www.gradadmissions.wayne.edu
2. An official transcript from each college or university previously attended by the applicant;
3. An official notification of the applicant's score on the GMAT and, if required, the TOEFL. (For information regarding the GMAT, see Graduate Management Admission Test (GMAT), p. 74.)

Degree Requirements (M.S.T.)

The M.S.T. degree program requires completion of thirty credits in final-program coursework with a grade point average of not less than 3.0. Additional foundation coursework may also be required prior to starting the thirty credits of final-program coursework. Degrees are granted upon recommendation of the faculty of the Mike Ilitch School of Business. Consideration is given to both scholastic achievement and the extent to which the candidate has met the standards and requirements of the School. All course work must be completed in accordance with the regulations of the Graduate School and the Mike Ilitch School of Business governing graduate scholarship and degrees; see the sections beginning under Academic Regulations, Graduate, p. 32 and Academic Regulations for the Mike Ilitch School of Business, p. 83, respectively. University policies on transfer of credits from other institutions will apply.

Distribution Requirements, Course (M.S.T.)

The M.S.T. program consists of four course categories, as follows:

Foundation Courses are required pre-professional courses but ones for which credit is not applicable to the M.S.T. degree. Applicants who have already earned a degree in business administration or accounting may usually be able to waive most, if not all, of the foundation courses.

Core Courses are six courses providing in-depth coverage of the body of knowledge associated with studies in taxation and tax policy. Electives comprise three additional courses providing additional coverage of the body of knowledge associated with studies in taxation and tax policy.

Capstone Course: When nearing the conclusion of the M.S. in Taxation program, the degree candidate will take ACC 7998, Seminar in Tax and Accounting Policy.

Foundation Requirements (M.S.T.)

The M.S. in Taxation is an advanced degree. Before progressing to the core courses of the program, the student should possess a solid foundation in accounting as comprised by the following set of three courses:

- ACC 7040 – Intermediate Financial Accounting I: Cr. 3
- ACC 7050 – Intermediate Financial Accounting II: Cr. 3
- ACC 7120 – Introduction to Taxation: Individuals: Cr. 3

However, if the applicant's business administration or accounting degree is from a college or university located outside of the United State, some or all of the foundation requirements may not be able to be waived as U.S. generally accepted accounting principles (US GAAP) may not have been studied.

The graduate-level foundation courses (ACC 7040, 7050 and 7120) cited above are open only to students who have been formally admitted to a graduate program at Wayne State University. Analogous courses offered at the undergraduate level (as determined by the admission evaluation process) may be taken to satisfy foundation requirements prior to graduate admission. However, once a student has been formally admitted to the M.S.T. program, NO graduate credit will be allowed for subsequent registration in undergraduate courses.

A cumulative grade point average of 3.0 (‘B’) is required in foundation requirements courses. No individual grade below ‘C’ (2.0) is acceptable. Students may begin taking Core courses during the semester in which they elect Foundation Requirements, subject to the prerequisite and corequisite requirements of the Core courses.

Core Requirements (M.S.T.)

(Eighteen Credits)

The following six courses are required of all students and are prerequisite or corequisite to subsequent/concurrent elective courses. ACC 7300 must be completed within the first nine credits of the program.

CORE REQUIREMENTS

- ACC 7300 – Acct. and Tax Research and Professional Communications: Cr. 3
- ACC 7310 – Business and Prof. Ethics for Managers and Accountants: Cr. 3
- ACC 7320 – Intro. to Taxation: Business Entities: Cr. 3
- ACC 7325 – Advanced Tax Research and IRS Procedures: Cr. 3
- ACC 7335 – Taxation of Corporations and Shareholders II: Cr. 3
- ACC 7340 – Tax of Pass-through Entities: Cr. 3

For students who have completed undergraduate, graduate or law courses equivalent to Core courses, within the preceding three years with a grade point average of 3.0 or above, one or more advanced courses in taxation may be substituted for Core courses, at the discretion of the M.S.T. Committee.
Elective Requirements (M.S.T.)
(Nine Credits)
At least two electives are required of all M.S.T. students. A student may begin to take electives if he/she has completed the foundation requirements. Advanced graduate courses in taxation offered by the Accounting Department may be elected without approval of the student's advisor. Electives outside of the field of taxation, as offered by the Accounting Department, require approval of the advisor; electives from outside the Accounting Department or the Mike Ilitch School of Business must also be approved by the M.S. in Taxation Committee.

A student may elect Law School courses with the approval of his/her advisor and the Director of Graduate Studies of the Law School. Students should be aware that registration for Law School courses takes place earlier than for the Mike Ilitch School of Business and the rest of the University, and that the Law School calendar and the regular University calendar also differ. Students should consult the Law School regarding courses, schedules, and calendar; see Calendar, Law School: 2016 - 2018, p. 274.

Capstone Requirement (M.S.T.)
ACC 7998, Seminar in Tax and Accounting Policy, is the capstone course for all M.S.T. degree candidates; it must be elected as part of the final nine credits in the student’s program, and only after completion of at least four Core courses. ACC 7998 provides the opportunity to combine concepts developed by students in their professional and educational experience with economic, social, industrial, administrative, and legislative policy considerations.

Business Administration
(Ph.D. Program)

Admission (Ph.D.)
Admission to any graduate program is contingent upon admission to the Graduate School; for requirements, see Admission, Graduate School, p. 17. In addition, applicants to the Ph.D. program must comply with the following:
1) hold a bachelor’s degree with a grade point average of at least 3.0, or 3.5 upper division (junior or senior), or a graduate degree g.p.a. of 3.5.;
2) score at least a 600 on the Graduate Management Admissions Test. (Attainment of satisfactory GMAT score and GPA does not guarantee admission.);
3) provide at least three letters of recommendation from officials or faculty at the institution(s) most recently attended, or by a recent employer of the applicant;
4) submit a brief essay (not to exceed four pages) by the applicant on his or her career objectives.
5) Applicants from other countries must demonstrate English proficiency by obtaining at least a 550/213/79 on the Test of English as a Foreign Language.

Degree Requirements (Ph.D.)
Ph.D. students in Business Administration must successfully complete at least ninety credits of graduate study, consisting of at least sixty credits of course work and thirty credits in dissertation research. The program must include at least thirty credits (excluding dissertation direction) in courses numbered 7000 or above, or as approved by the students advisor and the Ph.D. program director. All course work must be completed in accordance with the regulations of the Graduate School and the Mike Ilitch School of Business governing graduate scholarship and degrees; see the sections beginning under Academic Regulations, Graduate, p. 32 and Academic Regulations for the Mike Ilitch School of Business, p. 83, respectively.

All Business School Ph.D. students must complete:
BA 8777 – Professional Development Seminar: Ph.D.: Cr. 1-3
BA 8900 – Development of Effective Research Programs in Business: Cr. 3

All Finance Track students must complete:
BA 8120 – Theory of Finance: Cr. 3
BA 8121 – Seminar in Corporate Finance: Cr. 3
BA 8122 – Empirical Methods in Finance: Cr. 3
BA 8123 – Seminar in Corporate Governance: Cr. 3
BA 8124 – Seminar in Asset Pricing: Cr. 3

All Management Track students must complete:
BA 8220 – Seminar in Organizational Behavior: Cr. 3
BA 8221 – Seminar in Strategic Management: Cr. 3
BA 8420 – Seminar in Organizational Theory: Cr. 3

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All Marketing Track students must complete:
- BA 8050 – Seminar in Marketing Theory: Cr. 3
- BA 8054 – Seminar in Marketing Strategy: Cr. 3
- BA 8056 – Special Topics Seminar in Marketing: Cr. 3
- BA 8058 – Advanced Topics in Consumer Behavior: Cr. 3

Upon completion of fifty credits of the course work, students must take written and oral qualifying examinations. The qualifying examinations require of students critical analysis of the state of research and knowledge in their substantive areas. In addition, they must demonstrate the reflective presentation of innovations in perspectives, theory, knowledge, and research design, methods and strategies that will advance practice and create new knowledge in their chosen areas.

Students advance to Ph.D. Candidacy after successful completion of both written and oral qualifying exams. Ph.D. Candidacy begins the dissertation preparation phase of the degree. Four consecutive academic-year semesters of registration as a degree candidate are required during the preparation of the dissertation. The thirty-credit dissertation registration requirement is fulfilled by registering for courses BA 9991, 9992, 9993, 9994 (Doctoral Research and Direction I, II, III, IV, respectively), in consecutive academic year semesters.

Students should consult Graduate School regulations governing doctoral study, see Doctor of Philosophy Degrees (Ph.D.), p. 38. All course work must be completed in accordance with the regulations of the Graduate School and the Mike Ilitch School of Business governing graduate scholarship and degrees; see the sections beginning under Academic Regulations, Graduate, p. 32 and Academic Regulations for the Mike Ilitch School of Business, p. 83, respectively.

Academic Regulations for the Mike Ilitch School of Business

For complete information regarding the academic rules and regulations of the University, students should consult Academic Regulations, Graduate, p. 32. The following additions and amendments pertain to the Mike Ilitch School of Business. Graduate students are advised that, in addition to the policies, procedures, and rules specified by the Mike Ilitch School of Business, other regulations and requirements of Wayne State University’s Graduate School may apply. See sections Records and Registration, p. 29 and Theses, Master’s, p. 37 of this bulletin.

Standing, Academic

Students who have been admitted to the Graduate Program on a ‘qualified’ or conditional basis are expected to remove that status by the completion of the first twelve credits in course work with a minimum 3.0 grade point average. Failure to do so will result in dismissal from the program.

Students admitted to regular status or those who have attained regular status following a ‘qualified’ admission, will be given an academic warning at any time their graduate grade point average falls below 3.0. After an academic warning, students will be permitted nine credits to restore their cumulative grade point average to a 3.0 level. Failure to do so within this credit limit will result in dismissal from the program. The second (or subsequent) time(s) a student is placed on probation, he or she is subject to immediate dismissal from the Mike Ilitch School of Business.

Advisors

No credit will be allowed for concentration courses taken below the 7000 level or courses taken outside of the Mike Ilitch School of Business without prior written approval of the Graduate Director.

Students may not modify core course requirements without approval of the Graduate Director.

The Graduate Director retains final authority for the approval of all concentration courses.

For advising, students should contact the Graduate Programs Office at 313-577-4511.

AGRADE – Accelerated Graduate Enrollment

The Mike Ilitch School of Business has established an accelerated combined undergraduate and graduate program (‘AGRADE’) whereby qualified students in the Mike Ilitch School of Business may enroll simultaneously in undergraduate and graduate courses of the School. A maximum of twelve credits may be applied towards both undergraduate and graduate degrees in a student’s major field if the major department is an AGRADE participant. Those who elect the ‘AGRADE’ program may expect to complete the Bachelor’s and Master’s degrees in five years of full-time study.

Courses Approved for AGRADE:

Take no more than four courses or 12 credits from any one of the following program areas.

FINANCE
- FIN 7000 – Applied Financial Analysis: Cr. 3
- FIN 7220 – Advance Managerial Finance: Cr. 3
- FIN 7230 – Investment Policies: Cr. 3
- FIN 7280 – Entrepreneurial Finance and Venture Capital: Cr. 3
FIN 7290 – Topics in Finance: Cr. 3  
FIN 7870 – International Finance: Cr. 3

GLOBAL SUPPLY CHAIN MANAGEMENT
GSC 7620 – Global Supply Chain Management: Cr. 3  
GSC 7650 – Strategic Procurement: Cr. 3  
GSC 7670 – Special Topics in Supply Chain Management: Cr. 3  
GSC 7991 – Principles of Quality Management: Cr. 3  
GSC 7992 – Methods of Quality Management: Cr. 3

INFORMATION SYSTEMS MANAGEMENT
ISM 7510 – Database Management: Cr. 3  
ISM 7520 – Information Systems Design: Cr. 3  
ISM 7530 – Societal and Ethical Issues in the Information Age: Cr. 3  
ISM 7560 – Survey of E-Commerce: Cr. 3  
ISM 7570 – Data Mining: Cr. 3  
ISM 7575 – Corporate Computer Networks and IT Security: Cr. 3  
ISM 7900 – Project Management: Cr. 3  
ISM 7994 – Digital Content Creation: Cr. 3

MANAGEMENT
MGT 7640 – Management of Human Resources: Cr. 3  
MGT 7650 – Strategic Human Resource Management: Cr. 3  
MGT 7660 – Entrepreneurial Management: Cr. 3  
MGT 7750 – Labor Relations and Collective Bargaining: Cr. 3  
MGT 7900 – Project Management Cr. 3  
MGT 8000 – Seminar in Management: Cr. 3

MARKETING
MKT 7150 – Global Automotive Marketing Strategy: Cr. 3  
MKT 7430 – Advertising Management: Cr. 3  
MKT 7450 – Business Research and Methodology: Cr. 3  
MKT 7470 – Consumer and Industrial Buying Behavior: Cr. 3  
MKT 7500 – International Marketing Strategy: Cr. 3  
MKT 7700 – Management of Retail Enterprises: Cr. 3

Eligibility: ‘AGRADE’ applicants must have an overall g.p.a. of 3.5 through their junior year. Applicants are also expected to have performed at a superior level in their major, as determined by the major department and reflected in a g.p.a. in the major of at least 3.6 at the time of application.

Application: A student seeking ‘AGRADE’ status should present to the Mike Ilitch School of Business Graduate Programs Office all of the materials which that department requires for normal graduate admission, EXCEPT for the GMAT or Graduate Record Examination (GRE). Specific graduate admission requirements can be found in this bulletin or obtained from the Graduate Programs Office of the Mike Ilitch School of Business at (313) 577-4511.

The earliest date by which a student may apply for the ‘AGRADE’ program is during the semester in which he/she completes ninety credits toward the undergraduate degree.

AGRADE Credits: Students may elect a minimum of three and a maximum of twelve ‘AGRADE’ credits. These will be used to complete the baccalaureate degree as well as to serve as the beginning of graduate study. Upon formal admission to a master's program, ‘AGRADE’ credits are transferred as if they were graduate credits transferred from a graduate program at another university. The remaining graduate credits required for the master's degree will be earned in the conventional manner following formal admission to the graduate program.

For more details about the ‘AGRADE’ program, contact the Undergraduate Student Services office in Room 200 of the Prentis Building or by calling (313) 577-4505, or contact the Graduate Programs Office at (313) 577-4511 or email gradbusiness@wayne.edu

Application for Degree
Prior to the semester in which a student intends to graduate, an online degree application must be filed with the University Records Office, 5057 Woodward. Applications and instructions are available on the University website (http://www.wayne.edu).

Attendance Policy
Regular attendance is a necessary condition for success in university study. Course content includes classroom lecture and discussion, certain aspects of which may not be covered in examinations, quizzes, term papers, or homework assignments. Each Instructor will announce his or her attendance standards at the beginning of the term.

All candidates for degrees are expected to be present at commencement.

Conduct
Each student is subject to the Student Due Process statute governing student activities and student behavior. Furthermore, it is the responsibility of each student to adhere to the principles of academic integrity. Academic integrity includes the requirement that a student is honest with him/herself, fellow students, instructors, and the University in matters concerning his or her educational endeavors. For example, a student should not falsely claim the work of another as one's own, or misrepresent him/herself so that the measures of one's academic performance do not reflect his/her own work or personal knowledge. Assignments submitted for any class are expected to be original, not resubmissions of work submitted in a previous or concurrent class.

If there are reasonable grounds to believe that a student has disregarded the regulations or student responsibilities, he or she may be disciplined. Such discipline may include suspension or dismissal, but no dismissal will be directed without reasonable opportunity for an appropriate hearing, as provided in the Student Due Process statute.

See University Code of Conduct online at http://doso.wayne.edu/assets/codeofconduct.pdf or the Mike Ilitch School of Business Code of Ethics at https://business.wayne.edu/resources/sba-code-of-ethics.pdf

Course Level Requirement
M.B.A., M.S.A. and M.S.T. students are required to take all core and concentration/elective course work in classes reserved exclusively for graduate students. At Wayne State University, these classes are numbered at the 7000 level or above. A graduate student must obtain the specific written approval of the Graduate Officer prior to registering for a course that is not reserved exclusively for graduate students. Credit will not be applicable to the degree if prior approval has not been obtained.

Course Sequencing
The M.B.A., M.S.A. and M.S.T. curricula have been designed to provide logical sequencing of subject matter. This means that students must observe all course prerequisites and limitations, and must complete all required foundation courses prior to beginning any core or concentration/elective courses.

The Strategic Management course (BA 7080) is an integrative capstone course that may only be taken in the last twelve credits, and only after completion of the other five core courses in the M.B.A. curriculum.

Similarly, the Seminar in Tax and Accounting Policy (ACC 7998) must be elected as part of the final nine credits in the M.S.A. and M.S.T. student’s program.

Students who do not adhere to these regulations will be administratively withdrawn from the out-of-sequence course(s) and may not be allowed to register for further course work.
Exception: A student taking his/her last foundation course(s) may simultaneously enroll for one or more core courses, if the relevant foundation course or prerequisite courses for the core course(s) has been satisfactorily completed.

Course Repetition Policy
M.B.A., M.S.A. and M.S.T. students may not routinely repeat courses taken as part of their degree program requirements. While the repetition of certain required courses may be necessary if failing or unsatisfactory grades are earned, this should not be done without first consulting the Graduate Programs Office at 313-577-4511.

Upon petition by the student, the Graduate Committee may authorize the repetition of two graduate courses during a student’s M.B.A., M.S.A. or M.S.T. program, whereby the grade earned in the initial course attempt is deleted from the grade point total and grade point average calculations.

Directed Study
A student can apply up to three credits of directed study course work to a Mike Ilitch School of Business degree. Credit allowances (1-3) are predicated on the amount of time and effort to be spent in the study. Prior to enrollment, students must have completed all core courses in their respective graduate program (other than the capstone course) with a passing grade. If enrolled in the Master of Science in Accounting or the Master of Science in Taxation programs, students must have completed at least twelve credits of graduate accounting courses or obtained the approval of the Chairperson of the Department of Accounting.

Enrollment Eligibility
Graduate-level courses offered by the Mike Ilitch School of Business are open only to students who have been formally admitted to a Wayne State University graduate program or admitted as a graduate guest student. Students having undergraduate, post-bachelor, or any non-matriculated status are not eligible to take graduate courses. Graduate business courses include all courses numbered 6000-6100 and 7000 and above. All electives must be taken in accordance with an approved Plan of Work.

Graduate Programs Office, p. 52) is available to all students for assistance in the resolution of University-related problems.

Grade Appeal Procedure
Students disputing a final grade should first contact the instructor of the course informally. Should the dispute remain unresolved, the student may initiate a formal appeal. A copy of the Mike Ilitch School of Business’s grade appeal procedure is available in the Graduate Programs Office, 103 Prentis Building, and on the School’s website (http://www.business.wayne.edu).

Non-grade-related grievances should be brought directly to the appropriate departmental chairperson or to the Graduate Programs Office. Additionally, the University Ombudsperson (see Ombuds Office, p. 52) is available to all students for assistance in the resolution of University-related problems.

Internships
Graduate Students can earn up to three credits in internships (ACC 7990, FIN 7890, GSC 7890, ISM 7890, MGT 7895, or MKT 7890) offered as S or U grades only, which can be applied toward their elective courses. In order to satisfy requirements for these courses, the student is expected to perform assigned tasks and responsibilities in a professional manner under the supervision of an employer for a minimum of 160 hours during the semester, and abide by the rules and regulations established by the employer and expected of all employees. The student commitment is for the entire semester even if the 160 hours have been completed prior to the end of the semester. Further, to be eligible, students must have completed all core courses in the respective graduate program (other than the capstone course) with a passing grade. If enrolled in the Master of Science in Accounting or the Master of Science in Taxation programs, students must complete at least twelve credits of graduate accounting courses or obtain the approval of the Chair of the Department of Accounting in order to enroll in an internship.

‘Incomplete’ Marks
The mark of ‘I’ which is not converted to a letter grade within one year from the time it was received will be changed to an ‘F’ (failure).

Maximum Credit Load
A student employed full-time will normally not register for more than six to nine graduate credits. Graduate assistants are required to register for at least eight credits each semester.

Online Courses
The Mike Ilitch School of Business offers online sections of some courses available to Traditional M.B.A. students. Students who enroll in online sections of any M.B.A. course should anticipate that, at the discretion of the instructor, they may be required to attend an in-class session for the final examination in the course.

Passed-Not Passed Registration
Graduate students may not take graduate program requirements on a passed-not passed basis.

Plan of Work
All course work must be in accordance with an approved Plan of Work on file in the Graduate Programs Office, 103 Prentis Building. No credit will be granted for graduate courses in business administration taken at Wayne State University prior to admission to the graduate program in the Mike Ilitch School of Business. Only the Graduate Committee is authorized to approve changes affecting a student’s foundation requirements or core courses.

Time Limitation for Program Completion
Students have a six-year time limit to complete all 7000-level requirements. The six-year period begins at the start of the semester during which the student takes his/her first 7000-level courses. Students who expect to exceed the time limitation must file a written request for an extension with the Graduate Programs Office. The School reserves the right to revalidate credits which are over-age. In revalidation cases, the Graduate Committee will set a terminal date for completion of all degree requirements, including such additional requirements as may be prescribed to revalidate the over-age credits.

Transfer of Core and Concentration/Elective Courses
Graduate transfer credit for core and concentration/elective courses from either a Wayne State University graduate program or a graduate program at another institution is not routinely granted. Students with a non-business undergraduate degree may only petition to transfer credit from an AACSB accredited M.B.A. program. A petition for transfer credit must be initiated by the student in the form of a letter to the Graduate Committee, prior to the completion of the first twelve credits in graduate course work. To be eligible for consideration for transfer of credit, the following conditions must be satisfied:

1. The course must have been taken at an AACSB accredited college or university;

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2. The course must have been taken in a class reserved exclusively for graduate students;

3. A letter grade of ‘B’ (3.0) or higher must have been awarded; passed-not passed credit is not acceptable. A letter grade of ‘B- minus’ or less is not acceptable.

4. The course must be relevant to the student’s Plan of Work as approved by the Graduate Committee.

5. The course may not be more than six years old at the time of graduation.

6. The course cannot have provided credit toward a prior degree.

A maximum of six semester credits (normally two courses) may be considered for transfer credit. In addition to evidence regarding the above six conditions, the student must submit additional supporting materials concerning any proposed transfer course. Course syllabi, examinations, class notes, texts, and the like constitute such materials.

Waiver of Course Prerequisites

Requests for waiver of course prerequisites are not routinely granted. Waiver requests must be made in writing to the Graduate Committee and must include full documentation of the case. No waiver will be granted if the supporting documentation consists solely of professional experience proposed in lieu of course work.

Waiver of Foundation Courses

Students are allowed to waive foundation course requirements (except BA 6005) based on equivalent course work taken at a regionally-accredited college or university. A grade of ‘C’ (2.0 g.p.a.) or above must have been earned in this course work. Normally these waivers are granted after review of the student’s transcript(s). Students who believe additional waivers are warranted must submit evidence of course equivalency, including course syllabi, class notes, and textbooks. Waivers will not be granted on the basis of professional experience.

Withdrawals from Class

Students should consult the instructor as to his/her policy on withdrawal from class, as well as Drop/Add procedures, see Dropping and Adding Courses, p. 29, for the University policy on withdrawal. Withdrawal and tuition refund policies are also included in the University Schedule of Classes, and located at http://regwayne.edu/students/policies.php.

Financial Assistance

Scholarship Awards

The scholarships listed below give preference to students in the Mike Ilitch School of Business. The Mike Ilitch School of Business, through its scholarship committee, a departmental committee, or a joint committee of the School and an external organization can be directly involved in selecting the recipients of certain scholarship awards. The School is also asked to nominate student candidates for certain other scholarship awards though it may not participate in the selection process.

School of Business Administration Alumni Association Endowed Scholarship. Established to recognize scholastic achievement, to encourage continued progress, and to provide assistance to students in financing their education at Wayne State University.

Stanton P. Bockneck Memorial Scholarship. Designated for students demonstrating high academic achievement in accounting.

Lawrence and Charlynne Braun Endowed Scholarship. Established to recognize students who have displayed excellence in leadership, character and scholastic achievement.

Sam and Leonard Fink Memorial Scholarship. Awarded to business administration students demonstrating high academic achievement.

Raymond M. Genick Endowed Scholarship in Small Business Management/ Entrepreneurship. Awarded to an undergraduate or graduate student interested in small business management/ entrepreneurship who exhibits excellence in scholastic and leadership efforts.

Charles Hagler Scholarship in Public Relations. Designated for students demonstrating high academic achievement with a career interest in public relations.

Jack A. Hamm and Bessie I. Hamm Endowed Scholarship. Established to assist men and women who would otherwise be unable to attend the University due to the lack of necessary funds.

Norris and Vivliore Hitchman Endowed Scholarship and Mentorship Fund: Established to recognize scholastic achievement of students demonstrating high academic achievement.

Wilfred Kean Memorial Scholarship. Established in 1989 in memory of alumnus Wilfred Kean. Designated for a student enrolled in evening classes in the Mike Ilitch School of Business.

Bruce E. Mullican Memorial Scholarship. Established in 1984 in memory of M.B.A. alumnus Bruce E. Mullican. Designated for students with demonstrated interest and involvement in small business management.

Marie L. Nash Memorial Endowed Scholarship. Recognizes scholastic achievement of female graduate students in the Mike Ilitch School of Business.

Brian A. Sturtz Annual Scholarship Fund. Established to recognize scholastic achievement, to encourage continued progress, and to provide assistance to business students in financing their business education.

Assistantships, Graduate

A limited number of graduate research assistantships are available. For further information the student should write to the department chairperson in his/her area of interest, or to the Graduate Programs Office, Mike Ilitch School of Business, Wayne State University, Detroit, Michigan 48202.
Financial Assistance, Additional

Several assistance programs are administered by the Office of Financial Aid and by the Graduate School (6305 MacCabbes Building; 313-577-2172). The Office of Financial Aid (Welcome Center; 313-577-3378) assists students enrolled in degree programs on at least a half-time basis, who do not have sufficient personal or family financial resources to attend the University. See the section on graduate financial assistance, see Financial Assistance, Graduate, p. 26.

The following opportunities may be of special interest to students in the Mike Ilitch School of Business:

Graduate Professional Scholarships

The Graduate School sponsors one competition for Graduate-Professional Scholarships for each academic year. Scholarships cover tuition for the full academic year (fall and winter terms) for qualified applicants pursuing graduate (master’s or Ph.D.) or advanced professional (Ed.D., M.S.W., Pharm.D.) degrees in all University programs. Awards are available to both full-time and part-time students. Students receiving a full-time award receive tuition coverage up to twelve graduate credits per term and are required to enroll in a minimum of eight graduate credits per term. Students receiving a part-time scholarship receive up to six graduate credits per term.

Students holding graduate teaching or research assistantships, or other tuition-paying fellowships, internships, traineeships or scholarships, and salaried or full-time employees of Wayne State University are not eligible for these scholarships. Additional information and application forms are available from the Scholarships and Fellowships Office of the Graduate School.

Support Services and Organizations

Graduate Programs Office

The Graduate Programs Office is responsible for credential evaluation, admissions processing, advising, and graduation certification of business administration graduate students. In addition, personnel prepare and distribute the Plan of Work for students enrolled in graduate programs.

Any student seeking academic, vocational or personal counseling should make an appointment to see a member of the counseling staff: 313-577-4511.

Career Planning and Placement

The Mike Ilitch School of Business has its own placement department that is part of the Graduate Programs Office. The office offers students assistance in making informed career decisions and securing employment. Individual and group assistance is available on career planning, resume writing, interview techniques and business etiquette. For more information, call 313-577-4781.

Organizational and Industrial Competitiveness, Institute for (IOIC)

IOIC provides companies with current information about the elements of organizational competitiveness; fosters interaction among executives, policy makers and academics; and increases the exposure of students to the opportunities and challenges confronting organizations. The Institute facilitates and supports research to assist companies in gaining and sustaining a competitive advantage. For further information, call 313-577-4501.

Canada - U.S. Border Policy Institute

The Institute studies issues related to the Canada - U.S. border, security, trade and transportation. The Institute holds seminars and provides training on border issues. For further information, call 313-577-4525.

Computing Resources

The Mike Ilitch School of Business is committed to providing Business School students with access to state-of-the-art computing and support. The school has an extensive array of computer equipment and software available for student use including three computing laboratories, one of which serves as a student walk-in facility and the other two laboratories are designated for classroom usage. The Student Walk-In Laboratory is reserved for business students only.

All the machines have current operating systems, with access to thirty different software packages, Internet, email system, the University mainframe and local area network financial datasets such as CRSP and Compustat. Students have access to numerous databases on-campus and off-campus through the library information network. Laboratory Staff is on hand to answer questions on various software packages.

In addition to the Walk-In computer laboratories in the School that are open five days a week, students have twenty-four-hour access to the walk-in laboratory located in the David Adamany Undergraduate Library on the main campus. Additional computing facilities are also available at main campus and extension center locations.

The University has also set up wireless access points for the students on main campus allowing students the ability to use laptops

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and PDAs to access the library resources in classrooms or in common areas.

Student Organizations

Association of Latino Professionals in Finance and Accounting
The Association of Latino Professionals in Finance and Accounting (ALPFA) is the largest professional business organization devoted to Latino professionals and students. With over 19,000 members nationwide, the association seeks to enhance opportunities for Latinos by building leadership and career skills through promoting professional growth, integrity, culture, relationship building, service, inclusiveness, and teamwork.

American Advertising Federation
The American Advertising Federation is a national advertising trade association headquartered in Washington, D.C. It has more than 8,000 student members in 226 college chapters across the United States. The WSU chapter participates in the National Student Advertising Competition (developing a fully integrated marketing communications program for a national advertiser), a variety of internship programs, and Alpha Delta Sigma (national advertising honorary society). 

American Marketing Association
The American Marketing Association (AMA) is a professional organization dedicated to the advancement of the science of marketing. Collegiate chapters promote professionalism and practical education for marketing students through exposure to, and assistance from, practitioners of the discipline. The AMA is an excellent resource for anyone involved in business, marketing, advertising and public relations. All students are welcome to join.

Association for Information Systems
The Association for Information Systems (AIS) is a worldwide organization devoted to education and research. The Wayne State chapter brings leading practitioners to campus, sponsors information sessions on new technologies, links students to local professionals and organizations in information systems, and much more. Membership in the Wayne State student chapter of AIS is open to any Wayne State student, undergraduate or graduate, with an interest in information systems.

Beta Gamma Sigma
Beta Gamma Sigma is the national honor society for students in business administration. The Wayne State chapter was installed in national membership in March 1979. Beta Gamma Sigma is the only scholastic honor society recognized by the American Assembly of Collegiate Schools of Business, the major accrediting body for schools of business administration. Election to membership in this honor society is the highest scholastic honor that a student in business administration can achieve. To be eligible for membership, students must rank in the upper five percent of their junior class, or the upper ten percent of their senior class, or rank in the upper twenty percent of those receiving master’s degrees. Membership is by invitation only.

Beta Alpha Psi
Beta Alpha Psi is a national honorary organization for accounting, finance and information systems students. It encourages and promotes networking opportunities through speakers from various firms, special projects, and community service. They also provide free tutoring for introductory accounting courses.

Business Student Senate
The Business Student Senate is the official student government body of the Mike Ilitch School of Business and is composed of two representatives from each recognized Business Administration student organization, at-large members elected from the student body, Student Council representatives, other students appointed by the Dean, the faculty or School advisor ex officio, and the Dean of the School ex officio. The Business Student Senate’s mission is to facilitate interaction between the local business community, business school organizations, and the students and faculty of the Wayne State Mike Ilitch School of Business. The Senate helps develop business students to be civic leaders and contributors in the advancement of the field of business.

Delta Sigma Pi
Delta Sigma Pi is an international professional fraternity in business administration, organized a local chapter at Wayne State University in 1949. The Wayne State Chapter seeks to enhance the educational, social, and professional experiences of its members through association with other students, faculty, and members of the professional business community.

Financial Management Association
The Financial Management Association (FMA) provides its members with a better understanding of the field of finance and develops relationships with professionals in the Detroit metropolitan area. The Wayne State chapter of the FMA currently works with the National Investor Relations Institute, the Society of Financial Analysts and the Detroit Economic Club. All majors are welcome to join, however enrollment in a finance degree program is encouraged.

International Business Association (IBA)
This association was formed to promote an understanding of international business practices through programs and information dissemination for students. The organization aims to establish interaction between business students and the international business community.

National Association of Black Accountants (NABA)
This association is a professional organization that sponsors speaking events and other services to its members and the community.

Global Supply Chain Management Student Association
This association promotes an understanding of supply chain management, and is involved with student interaction, industry speakers, case competitions, etc.

Society for Human Resource Management
A global HR professional organization, SHRM student chapters focus on helping students gain real-world experience through connections with business professionals.

Additional information regarding specific student organizations can be obtained from the Mike Ilitch School of Business Student Senate Office (313-577-4783), or the University Student Center and Program Activities Office (313-577-3444).
Accounting Courses (ACC)

The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

7040 Intermediate Financial Accounting I. Cr. 3
No credit after ACC 5100 and ACC 5110. Prereq: BA 6000 or undergrad. equiv. Study of accounting theory and financial statement presentation, underlying assets and income determination at an intermediate level of analysis. Topics include cash and receivables, marketable securities, inventories, property and intangibles. (S,F)

7050 Intermediate Financial Accounting II. Cr. 3
Prereq: ACC 7040 or undergrad. equiv. Continuation of accounting theory and financial statement presentation, underlying liabilities, and shareholder equity at an intermediate level of analysis. Topics include investments, accounting for leases, pensions, income taxes, disclosures and cash flow. (F,W)

7100 Financial Accounting for Managers. Cr. 3
Prereq: BA 7000. No credit for students who have taken ACC 5100 and ACC 5110 or undergraduate equiv. financial accounting courses. No credit for MSA or MST students. Financial accounting theories, principles and standards; interaction between financial accounting concepts and management decisions. (I)

7115 Financial Statement Analysis. Cr. 3
Prereq: ACC 7050 or undergrad. equiv. Development of ability to extract and interpret information reported in financial statements in order to evaluate the operating performance and financial status of a firm. (I)

7120 (ACC 5170) Introduction to Taxation: Individuals. Cr. 3
Prereq: admission to a graduate program. No credit after ACC 5170 or undergrad. equiv. Introduction to taxation, tax research, and tax planning. Fundamental elements of individual taxation; how individuals and business owners benefit from an understanding of tax law. (F,S)

7122 (ACC 5120) Advanced Accounting I. Cr. 3
No credit after ACC 5120 or other undergrad. equiv. course. Prereq: ACC 7050 or ACC 5115 or other undergraduate equiv. course. Theory and practical applications of accounting for consolidation and combination of business entities and accounting for foreign currency transactions and interim and segment reporting. (F)

7125 Advanced Accounting II. Cr. 3
Prereq: ACC 7122 or ACC 5120 or other undergrad. equiv. course. Theory and practical applications of accounting for derivatives, hedging transactions, and corporate bankruptcy reorganizations and liquidations; also includes accounting for partnerships and SEC reporting requirements. (I)

7130 Intermediate Managerial Accounting. Cr. 3
Prereq: BA 7000. No credit after ACC 5160 or undergrad. equiv. Building on managerial accounting skills mastered in BA 7000, this course examines accounting and control issues and the use of information in the decision-making process from a managerial perspective, through the study of cases. (F,W)

7145 Accounting Systems: Design and Controls. Cr. 3
Prereq: ACC 7040 or ACC 5100, or equiv. No credit after ACC 5130 or equiv. Implementation of accounting systems in the computer-intensive business environment; methods for developing and documenting Accounting Information Systems (AIS); evaluation of controls; work with accounting software package. (F,W)

7148 ERP Systems and Business Integration. Cr. 3
Prereq: BA 7000 and ACC 7145, or ISM 7520, or undergrad. equivs. Enterprise Planning (ERP) systems are the primary software packages for accounting, operational, and managerial activities of organizations. How ERP systems integrate and coordinate business processes and the management of the organization. Extensive hands-on use of popular software packages for key business activities such as sales, procurement, and production. Material Fee as indicated in Schedule of Classes. (Y)

7155 Forensic Accounting. Cr. 3
Prereq: BA 6000 or equiv. and admission to graduate program. Accounting and legal fundamentals of forensic accounting. Topics include tax and financial statement fraud, information security, and forensic accounting applications in such cases as bankruptcy, identity theft, and organized crime and terrorism investigations. (Y)

7165 Internal Audit I. Cr. 3
Prereq: BA 6000; and BA 7000 or undergrad. equivs. Theory of internal audit; the context within which internal auditing functions; its relation to the external audit and the audit committee. (Y)

7168 Internal Audit II. Cr. 3
Prereq: ACC 7165. Continued study of principles, theory and standards of internal auditing with emphasis on practical application; includes risk assessment and management, internal controls, corporate governance, planning and execution, report writing and ethics. (Y)

7170 International Accounting. Cr. 3
Prereq: ACC 7050 or undergrad. equiv. Issues in international business environment: currency translations; consolidated statements for multinational corporations, inflation accounting; other issues. (Y)

7180 Auditing. Cr. 3
Prereq: ACC 7050 or undergrad. equiv. Principles and procedures of internal and external auditing; statistical sampling and other modern auditing techniques; professional standards and responsibilities of the auditor. (F,W)

7188 (ACC 5180) Governmental and Not-for-Profit Accounting. Cr. 3
Prereq: ACC 7050 or undergrad. equiv. No credit after ACC 5180 or undergrad equiv. Theory and practical applications of accounting for governmental and not-for-profit organizations, and how they differ from for-profit entities. Technical accounting issues and management and regulatory issues for both state and local governments and for other governmental and non-governmental not-for-profit entities. (T)

7190 Advanced Auditing. Cr. 3
Prereq: ACC 7180 or equiv. Advanced principles and procedures to perform financial audits; case studies of emerging auditing techniques and methods to detect fraud; application of advanced statistical sampling techniques; analysis of auditor's role in society. (S)

7192 Accounting Theory. Cr. 3
Prereq: ACC 7180; or undergrad. accounting major.; Models, hypotheses, and concepts that form the foundation for the development of accounting theories and principles. (I)

7280 Accounting Data Analytics. Cr. 3
Prereq: BA 7000. Introduces concepts, techniques, and software applications used to analyze accounting and related data to support financial decision-making and planning. These data are generated both within and outside the organization. (F,W)

7300 Accounting and Tax Research and Professional Communications. Cr. 3
Prereq: BA 6000 and BA 7000 or undergrad equivs.; ACC 7120 or undergrad. equiv, or ACC 7120 as coreq. Course must be com-
plicated within first twelve credits of the M.S.A. and/or M.S.T. programs. Methodology of accounting and tax research, including computer-assisted research and the communication of argument and conclusions. Sources and roles of legislative, executive, judicial and professional bodies in creating, interpreting and enforcing policies and practices. Commonly-used research databases studied through cases. (Y)

7310 Business and Professional Ethics for Managers and Accountants. Cr. 3
Prereq: admission to a graduate program. Laws, regulations and professional codes of conduct as reflection of expectations of corporate stakeholders regarding the ethics of accountants and managers. Significance of integrity, independence, and reputation in light of these rules. (Y)

7320 (ACC 5270) Introduction to Taxation: Business Entities. Cr. 3
Prereq: ACC 7120 or undergraduate equiv. course. Builds on basic U.S. tax concepts learned in ACC 5170/ACC 7120. Taxation of corporations, S corporations, partnerships, estates and trusts. Accounting for income taxes on financial statements, taxation of corporate reorganizations and liquidations, basic multi-state and multi-national taxation principles, and transfer taxes and wealth planning. (F,W)

7325 Advanced Tax Research and IRS Procedures. Cr. 3
Prereq: ACC 7300 and 7320. Builds on research skills developed in ACC 7300 focusing on tax research methodology, writing and citation; role of legal authorities in taxation; IRS practices and procedures. (W)

7330 Taxation of Corporations and Shareholders I. Cr. 3
Prereq: ACC 7320 and 7300. Advanced taxation issues related to the formation of corporations, their operation, treatment of corporate distributions, liquidations or dissolutions and the tax effects on the corporations and their shareholders. (W)

7335 Taxation of Corporations and Shareholders II. Cr. 3
Prereq: ACC 7300 and ACC 7320. Advanced taxation issues related to consolidated tax returns; corporate acquisitions, mergers, divestitures, and reorganizations; survival of tax attributes; accounting for uncertainty in income taxes; other advanced tax topics. (F)

7340 Taxation of Pass-Through Entities. Cr. 3
Prereq: ACC 7300 and ACC 7320. Tax rules governing formation, operation, and dissolution of partnerships, S corporations, and limited liability companies; aggregate and entity theories; distributions, basis adjustments, dispositions, and other related tax issues. (F)

7400 Taxation of International Business and Multinational Transactions. Cr. 3
Prereq: ACC 7300 and 7320. Taxation of U.S. persons investing or doing business outside the United States. Foreign tax credit, sourcing rules, controlled foreign corporation and related tax issues, transfer pricing issues, and overview of tax issues related to non-U.S. persons doing business in the United States. (F)

7410 Tax Accounting Methods and Accounting for Income Taxes. Cr. 3
Prereq: BA 6000 and ACC 7120 or undergrad. equiv. Tax accounting issues faced by business entities and their tax advisers, including tax accounting methods and periods, inventory methods, tax accrual workpapers, tax uncertainties and deferred taxes. (Y)

7420 Taxation by State and Local Jurisdictions. Cr. 3
Prereq: ACC 7120 or equiv. undergraduate course. Survey and examination of state, local, and some international income, franchise, property, sales, and use taxes and their impact on entrepreneurs. Emphasis on North American jurisdictions. (I)

7440 Financial and Estate Planning. Cr. 3
Prereq: ACC 7120 or undergrad. tax course. Financial and estate planning for executives, professionals, and business owners. Tax and nontax personal financial goals considered in light of income tax requirements, trust accounting rules, and estate and gift taxation. (Y)

7450 Taxes and Business Strategy. Cr. 3
Prereq: ACC 7120. Effect of taxation on business decisions such as choice of form of organization, international operations, employee and executive compensation strategies, business mergers, acquisitions and divestitures. Business decisions examined by studying tax, accounting, and non-tax considerations from a management perspective. (W)

7990 Internship in Accounting or Tax Practice. Cr. 1-3 (Max. 3)
Prereq: completion of all core courses; prior approval of chairperson; approved internship proposal form on file in Office of Student Services prior to registration. Offered for S and U grades only. Application and assessment of concepts developed in studies through meaningful real-world experience. Student must obtain internship position and complete internship application form before registering. Student performs assigned tasks in professional manner under supervision of host-employer for minimum 160 hours during semester; abides by rules and regulations established by employer and expected of all employees; and must complete all course requirements outlined by the School for the internship program. (T)

7995 Directed Study in Accounting. Cr. 1-3 (Max. 3)
Prereq: completion of all core courses; prior approval of chairperson; approved directed study proposal form on file in Office of Student Services prior to registration. Opportunity to conduct research under the supervision of a member of the graduate faculty in areas of special interest to student and faculty member. (T)

7998 Seminar in Tax and Accounting Policy. Cr. 3
Prereq: ACC 7100 or equiv., ACC 7120 or equiv.; coreq: ACC 7300. Must be elected as part of final 12 credits in program. Seminar topics include history of accounting and tax policy in the U.S., establishment of accounting and tax rules and standards, professional responsibilities of accounting and tax professionals; relationship and application to recent and current events. (T)

90 School of Business Administration
The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

6000 Introduction to Accounting and Financial Reporting. Cr. 2
Prereq: admission to a School of Business graduate program. Offered for graduate credit only. Introduction to accounting principles and the understanding and analysis of financial statements. (T)

6005 Basics of Financial Management. Cr. 2
Prereq: admission to a School of Business graduate program. Offered for graduate credit only. Basic aspects of finance: time value of money, financial markets, risk and return, valuation and basic capital budgeting. Required of all graduate students; may be waived only through waiver exam. (T)

6010 Basics of Business Economics. Cr. 2
Prereq: admission to a School of Business graduate program. Offered for graduate credit only. Survey course; fundamental principles that guide decision making in market-based economic systems. (T)

6015 Marketing Foundations. Cr. 2
Prereq: admission to a School of Business graduate program. Offered for graduate credit only. Fundamental principles that guide decision making in market-based economic systems. (T)

6020 Contemporary Principles of Management. Cr. 2
Prereq: admission to a School of Business graduate program. Offered for graduate credit only. Basic principles of organization theory and behavior in contemporary organizational settings. (T)

6025 Basics of Production/Operations Management. Cr. 2
Prereq: admission to a School of Business graduate program. Offered for graduate credit only. Overview of operations management from a strategic perspective. Emphasis on problems and their solutions. (T)

6090 Quantitative Analysis: Theory and Application. Cr. 2
Prereq: one college course in finite math or higher; admission to a School of Business graduate program. Offered for graduate credit only. Statistics of association and statistical inference from samples. Correlation, analysis of variance, multivariate regression, non-parametric statistics. (F,W)

7000 Managerial Accounting. Cr. 3
Prereq: admission to a School of Business graduate program; BA 6000. No credit for undergraduate accounting majors. No credit after ACC 6020. Fundamental principles; preparation and utilization of financial information for internal management purposes. (T)

7020 Corporate Financial Management. Cr. 3
Prereq: BA 6005, BA 6010; admission to a School of Business graduate program. Development of tools to evaluate investment and financial decisions in modern global organizations. (T)

7040 Managing Organizational Behavior. Cr. 3
Prereq: BA 6020, BA 6025; admission to a School of Business graduate program. No credit for undergraduate management majors. Contemporary issues in managing and leading people and organizations. Topics include: creativity, culture change, leadership, teamwork, cross-cultural factors, performance management, and organizational change. (T)

7050 Marketing Strategy. Cr. 3
Prereq: BA 6015, BA 6025; admission to a School of Business graduate program. No credit for undergraduate marketing majors. Application of theory, concepts, and models to contemporary marketing issues and problems. Developing and evaluating successful marketing strategies through analysis of customers, competitors, the organization, and the external environment. (T)

7070 Social Perspectives on the Business Enterprise. Cr. 3
Prereq: BA 6090; admission to School of Business graduate program. Political, social, legal, ethical, regulatory, environmental, and global issues that interrelate with business decisions in the societal fabric. (T)

7080 Strategic Management. Cr. 3
Prereq: to be taken in the final 12 credits of M.B.A. program and only after the completion of: BA 7000, BA 7020, BA 7040, BA 7050, BA 7070; written consent of graduate advisor at 313-577-4511. Application of theory and concepts regarding strategic formulation and implementation from the perspective of senior management, to integrate the functional areas and provide a unified direction for the firm when it is operating in complex local and/or global environments. (T)

7500 Topics in Business Administration. Cr. 3
Selected topics in business administration. (Y)

7995 Directed Study. Cr. 1-3
Prereq: completion of core courses (except BA 7080) and written consent of graduate advisor and department chair. Advanced independent readings and research under supervision of a graduate faculty member, in areas of special interest to student and faculty member. (T)

8050 Seminar in Marketing Theory. Cr. 3
Prereq: BA 7050 or equiv. Reading seminar; approaches to marketing and consumer behavior theory from historical and philosophy of science perspectives. Contributions from disciplines such as international business, economics, psychology, sociology, anthropology, operations research, and psychometrics. Publishable paper expected of students. (B)

8052 Research in Marketing and Consumer Behavior. Cr. 3
Prereq: BA 8050. Reading seminar on issues in consumer behavior research. Consumer and organizational buying behavior, global marketing, market segmentation and analysis, product development and brand management, pricing, integrated marketing communications, supply-chain management. Publishable paper expected of students. (B)

8054 Seminar in Marketing Strategy. Cr. 3
Prereq: written consent of approved doctoral advisor. Seminar focuses on strategic marketing issues, including marketing strategy theory; innovation theory; corporate, business, and marketing strategy; new product development strategy; industry structure, competition, and competitive advantage; market orientation; alliances and inter-organizational relationships; knowledge management and organizational learning; customer relationship management; and marketing organization. (Y)

8056 Special Topics Seminar in Marketing. Cr. 3
Prereq: written consent of approved doctoral advisor. Seminar focuses on the product/branding and the distribution/supply chain functions, as well as the public policy issues in marketing and international business theory and the theory of the multinational enterprise. Its topical coverage will change from one cohort to another in light of faculty interest, department and School staffing needs, and dissertation topic interests of the students in the cohort. (Y)
8058  Advanced Topics in Consumer Behavior. Cr. 3
Prereq: BA 8050. Role of consumer in global economy; integrated marketing issues (IMC), movement toward relationship marketing (RM) across the value added chain to the development of consumer analysis. Conditions, issues, and practices; dimensions of strategic advertising. (Y)

8120  Theory of Finance. Cr. 3
Prereq: FIN 7220 or equiv. Modern corporate finance theory for finance doctoral students. (Y)

8121  Seminar in Corporate Finance. Cr. 3
Prereq: BA 8120. Theoretical and empirical studies in corporate finance for finance doctoral students. (Y)

8122  Empirical Methods in Finance. Cr. 3
Prereq: BA 8120. Fundamental asset pricing theories and empirical methods used in modern financial economics for finance doctoral students. (Y)

8123  Seminar in Corporate Governance. Cr. 3
Prereq: BA 8120. Theories and empirical studies in corporate finance for finance doctoral students. (Y)

8124  Seminar in Asset Pricing. Cr. 3
Prereq: BA 8120 and BA 8122; prior advanced course work in macroeconomics, microeconomics, mathematics and statistics is assumed. Empirical studies in asset pricing for finance doctoral students. (Y)

8220  Seminar in Organizational Behavior. Cr. 3
Prereq: BA 7040 or equiv. Areas such as motivation, reward systems, leadership, organizational culture and performance, job design, groups and teams, and decision making. Concepts, theories and fundamentals of organizational behavior (OB); areas of current research, application in global business environment. (Y)

8221  Seminar in Strategic Management. Cr. 3
Prereq: BA 8220. Theories and concepts in the strategic management literature including contemporary concepts that apply to the international context. (Y)

8420  Seminar in Organizational Theory. Cr. 3
Prereq: BA 8220. Theories of organization for doctoral students. (Y)

8777  Professional Development Seminar for Business Doctoral Students. Cr. 1-3 (Max. 3)
Prereq: admission to Mike Ilitch School of Business doctoral program. Exposure to professional development areas in preparation for productive academic careers; teaching, research writing, and academic culture. (Y)

8900  Development of Effective Research Programs in Business. Cr. 3
Prereq: BA 8122, BA 8420, and BA 8058. For doctoral students with a major cognate in finance, management, or marketing. Development, design and execution of effective research projects. (Y)

8995  Special Research Topics in Business. Cr. 1-3 (Max. 3)
Advanced research topics for business administration Ph.D. students. (T)

9990  Pre-Doctoral Candidacy Research. Cr. 1-8 (Max. 12)
Prereq: written consent of department and approval by the Ph.D. Officer of the Graduate School. Offered for S and U grades only. Research in preparation for doctoral dissertation. (T)

9991  Doctoral Candidate Status I: Dissertation Research and Direction. Cr. 7.5
Prereq: Ph.D. candidate in department and approval by the Ph.D. Officer of the Graduate School. Required in academic-year semester following advancement to Ph.D. candidacy. Offered for S and U grades only. Dissertation research. (T)

9992  Dissertation II. Cr. 7.5
Prereq: BA 9991 and approval by the Ph.D. Officer of the Graduate School. Required in academic-year semester following BA 9991. Offered for S and U grades only. Dissertation research. (T)

9993  Dissertation III. Cr. 7.5
Prereq: BA 9992 and approval by the Ph.D. officer of the Graduate School. Required in academic-year semester following BA 9992. Offered for S and U grades only. Dissertation research. (T)

9994  Doctoral Candidate Status IV: Dissertation Research and Direction. Cr. 7.5
Prereq: BA 9993 and approval of Ph.D. of the Graduate School. Required in academic-year semester following BA 9993. Offered for S and U grades only. Dissertation research. (T)

9995  Candidate Maintenance Status: Doctoral Dissertation Research and Direction. Cr. 0
Prereq: approval by the Ph.D. Officer of the Graduate School; completion of 30 credits in BA 9991-9994. Offered for S and U grades only. Ph.D. Candidate Maintenance Fee given in Schedule of Classes. (T)
Business Law Courses (BLW)

The following courses, numbered 0990-5999 and 6100-6999, are offered for undergraduate credit. Courses numbered 6000-6090 and 7000-9999 which are offered for graduate credit only may be found in the graduate bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696. Students must be admitted to the Mike Ilitch School of Business or receive permission from an advisor in the School to enroll in courses numbered 3000 and above.

7210  Business Law for Entrepreneurs. Cr. 3
Prereq: admission to a graduate program. No credit after ACC 7210. Legal issues related to building and financing of new ventures, including contract law, leases, intellectual property and employment law; formation and operation of business enterprises including sole proprietorships, partnerships, limited liability companies and corporations.; benefits and disadvantages of each type; formation, sale or dissolution; tax issues and record-keeping. (Y)

7220  Law of Corporate Management and Finance. Cr. 3
Prereq: admission to a graduate program. No credit after ACC 7220. Law governing business corporations; fiduciary duties of managers and directors in situations such as mergers, acquisitions, securities offerings, market domination, litigation. (I)

Finance Courses (FIN)

The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

7000  Applied Financial Analysis. Cr. 3
Prereq: BA 7020. This course will bridge the gap between the study of financial theory in the classroom and the practical application of financial analysis in the home or workplace. A laptop with the most recent version of Excel will be required in every class session. (F,W)

7090  Money and Capital Markets. Cr. 3
Prereq: BA 7020; completion of all foundation requirements; admission to a graduate program. Financial intermediaries; the capital markets; the money market and interest rates. (F,W)

7220  Advanced Managerial Finance. Cr. 3
Prereq: BA 7020. Advanced topics in managerial finance, including leasing, merger valuation, reorganization, interactions of investment and financing decisions, and critical evaluation of alternative firm valuation theories. (Y)

7229  Corporate Valuation: Techniques, Models and Strategic Applications. Cr. 3
Prereq: FIN 7220. Tools, techniques and models used to address valuation problems in finance; emphasis on corporate strategic valuation. (F,W)

7230  Investment Policies. Cr. 3
Prereq: BA 7020. The key determinants of security prices under changing economic conditions. Theories, strategies and techniques for selection, timing, and diversification; methods of portfolio construction and administration. (F,W)

7280  Entrepreneurial Finance and Venture Capital. Cr. 3
Prereq: BA 7020. The course focuses on the venture capital (VC) cycle and understanding and analyzing the unique financial issues which entrepreneurial start-up firms face. Two distinct perspectives are provided: (a) issues that relate to the venture capitalist and (b) issues that relate to the entrepreneur. As a result, the course should be of interest to those pursuing careers in an entrepreneurial setting as well as those who are interested in a career in venture capital firm, management buyouts or private equity firm. From the entrepreneur's point of view, students will gain experience in pitching a business idea and will learn how to create a successful business plan. We will examine how to determine the amount of capital needed by the venture and the challenges of financing and structuring a deal with financiers. We will also explore the venture capital's perspective and gain insights into how VCs evaluate a business and what valuation method they use at different rounds of financing. We will also address several aspects of the investment process including the term sheet content and deal structure and negotiation. (F, W)

7290  Topics in Finance. Cr. 3
Prereq: BA 7020. Current developments in such areas as: working capital management, mergers and acquisitions, pension fund management, use of options and futures, high-risk debt management, hybrid securities, management of financial institutions, international financial issues, or market microstructure. (Y)

7330  Fixed Income Securities. Cr. 3
Prereq: BA 7020. Covers the pricing of fixed income securities, examining topics such as bond mathematics, term structure of interest rates, measurement of interest rate risk using duration and convexity, yield spreads, spot and forward rates, and fixed income portfolio management. (Y)
Global Supply Chain Management Courses (GSC)

The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

7010 Desktop Decision Tools. Cr. 3
Prereq: BA 6090 or equiv. No credit after ISM 7010. Capabilities of decision tools available for personal computers. Methods of forecasting, project management, logistics decisions, cost/benefit analysis, efficiency evaluations, quality methods, and methods addressing other common management challenges. (Y)

7260 Theory of Constraints: Breakthrough Solutions. Cr. 3
Prereq: BA 6025. Problem solving based on Theory of Constraints logic process. Use of cause-effect logic diagrams to identify root causes of problems, discover breakthrough solutions, specify expected results of these solutions (including negative side effects which can thus be avoided), overcome obstacles to implementation, and construct a detailed plan for implementation of solutions. (I)

7620 Global Supply Chain Management. Cr. 3
Introduction to global supply chain management, integrating material and physical distribution through the investigation of transportation, inventory, handling and storage, acquisition, order processing and facility location subsystems. (F)

7650 Strategic Procurement. Cr. 3
No credit after MKT 7650. Creation of competitive advantage with superior procurement management. Topics include: negotiating, relationship to the supply chain, quality issues, supplier selection and management, quantity and delivery, and price determination. Strategic, ethical, legal and international issues. (W)

7670 Special Topics in Supply Chain Management. Cr. 3 (Max. 6)
Topics range from automotive supply chain management to international supply chain management fields and countries. (I)

7890 Internship in Global Supply Chain. Cr. 3
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Offered for S and U grades only. Student works a minimum 160 hours for fifteen weeks in an entry-level management position in global supply chain. (T)

7991 Principles of Quality Management. Cr. 3
Prereq: successful completion of all M.B.A. foundation requirements. Introduction to philosophies of quality management and quality certification standards such as ISO 9000. System analysis, business process design, leadership, benchmarking, quality standards, performance standards, customer focus. (S)

7992 Methods of Quality Management. Cr. 3
Prereq: GSC 7991. Selection, implementation and applications of the most commonly-used quality methods: statistical process control, design of experiments, process analysis, error proofing, decision analysis, and response surface methods. (F,W)

7995 Directed Study in Global Supply Chain. Cr. 1-3
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Advanced independent readings and research under supervision of a graduate faculty member, in areas of special interest to student and faculty member. (T)
Information Systems Management Courses (ISM)

The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

7505 Information Analytics: Inbound Information Technology. Cr. 3
The evolving cyberspace organization. Insights and practical guidelines to create an appealing and engaging digital presence. Discussion focuses on topics relevant to planning, managing, and implementing online and social media interactivity such as search engine optimization (SEO), inbound links, blogging, page ranking, tagging content, tweeting, publishing content, analytic reports, and social media. Material Fee As Indicated in Schedule of Classes. (F)

7510 Database Management. Cr. 3
No credit after ISM 5993. Overall examination of database management and knowledge management systems. Theories, models, and techniques for designing, developing, understanding, utilizing and creating competitive advantage through database systems. Topics include data modeling, logical and physical database design, strategic value of data, introductory SQL, knowledge management, and emerging database technologies. Material Fee As Indicated In The Schedule of Classes. (Y)

7520 Information Systems Design. Cr. 3
No credit after ISM 5820. Non-technical course in how to use information systems to add value to an organization. Use of system analysis techniques to study and identify information needs of organizations and integration of IT specialists and manager-users. Topics include: IT and organizational design, inter-networking infrastructure, organization and leading the IT function. How information systems professionals link MIS to specific business operations and objectives to increase value; how managers may use information systems to support activities and increase individual productivity. (Y)

7530 Societal and Ethical Issues in the Information Age. Cr. 3
Prereq: BA 7070. No credit after ISM 5530. Issues such as computer crime, privacy, copyrighting of software; other ethical issues related to use of business systems and information systems. (Y)

7560 Survey of E-Commerce. Cr. 3
Introduction to electronic commerce: scope, business-to-business and business-to-consumer activities; supporting software, hardware, networking, security technologies; readings and online discussions. (T)

7570 Data Mining. Cr. 3
Tools and techniques used to analyze large data bases; hands-on approach to common techniques. Emphasis on application of data mining to problems in marketing, finance, and other business disciplines. (T)

7575 (ISM 4575) Corporate Computer Networks and IT Security. Cr. 3
Broad selection of contemporary issues in computer security. Security activities, methods, methodologies, and procedures including 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 and Staffing functions. Includes many topics for Security+ exam by CompTIA. (Y)

7890 Internship in Information Systems and Management. Cr. 3
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Offered for S and U grades only. Students work a minimum of 160 hours for fifteen weeks in an entry-level management position in information systems. (Y)

7900 (MGT 7900) Project Management. Cr. 3
Management of resources (budget, personnel, materials, etc.) within the scope of a given project; understanding and appreciation for the different knowledge areas of project management; insight into identification of inputs, tools, and techniques of project management. (Y)

7994 Digital Content Development. Cr. 3
Development of responsive, smart, and personalized web sites using leading web development tools and technologies. (Y)

7995 Directed Study in Information Systems and Management. Cr. 1-3 (Max. 6)
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Advanced independent readings and research under supervision of a graduate faculty member in areas of special interest to student and faculty member. (Y)

7996 Principles for Customer Relationship Management. Cr. 3
Investigation of the antecedents and consequences of implementing a customer-relationship management strategy. The course will provide students with insight on: What CRM and its conceptual foundations are; How CRM forces the interaction between corporate strategy, organizational structure, supply chain, and customer front end; The role of measuring and managing customer satisfaction, customer loyalty and customer profitability; Hands-on application with salesforce.com. Material Fee as indicated in Schedule of Classes. (F)
Management Courses
(MGT)

The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

6840 Project Management. (IE 6840) (SYE 6840) Cr. 1-4
Prereq: IE 6850 or BA 6020 or equiv. Offered for graduate credit only. Presentation of project management strategies, tools and techniques. Development of management skills for team-building and corporate strategic planning. (Y)

7620 Complex Organizations. Cr. 3
Prereq: BA 7040. The formal structure and processes in complex organizations: departmentalization, decentralization, authority and power, relationships between groups, organizational design and evaluation. Factors affecting organizational design, adaptation to environments, and designing effective decision-making systems. (F)

7630 Organizational Change and Development. Cr. 3
Prereq: BA 7040. Analysis of the impact of dynamic forces, particularly globalization, on the theory, methods, and skills involved in designing and implementing planned changes in organizations. (I)

7640 Management of Human Resources. Cr. 3
Prereq: BA 7040. Theory, policy, research and process issues in employment relationships. The specific personnel practices of planning, selecting, employee development and appraisal, compensation and labor relations examined as they relate to conceptual and pragmatic views of management or employee behavior. (T)

7650 Strategic Human Resource Management. Cr. 3
Prereq: MGT 7640. Survey of human resource management from a strategic perspective. Formulation and implementation of human resource strategy addressed for recruitment, placement, training, development, issues in an international community. (Y)

7660 Entrepreneurial Management. Cr. 3
Prereq: BA 7040. Nature of entrepreneurship and role of entrepreneur. Focus on problematic issues involved in creating and managing a small business. Emphasis on special knowledge and skills required of an entrepreneurial manager. Individual students may act as consultants to entrepreneurs or small business owner/managers. (Y)

7700 Leadership and Management of Innovation and Technology. Cr. 3
Technology and innovation in corporations. Building on principles of leadership and management, consideration of technology, innovation, organizational effectiveness and global competition. (Y)

7750 Labor Relations and Collective Bargaining. Cr. 3
Forces affecting the character and quality of industrial relations and collective bargaining in the United States; their influence on contract negotiations and grievances. Major challenges facing unions and employers today. A collective bargaining situation is generally used, in which participants plan for negotiations and bargain contract issues. (Y)

7770 Union Contract Administration. Cr. 3
Prereq: MGT 7750. Daily union-management relations. Grievance handling and arbitration. The causes of labor-management conflicts under a union contract. (Y)

7780 Concepts and Processes of Dispute Resolution I: Negotiating Theory and Practice. (DR 7210) Cr. 3
Prereq: graduate standing. Theoretical foundations of processes of negotiation, mediation, and multi-party collaborative problem solving. Skill building simulation to integrate theory and practice. (Y)

7790 Compensation Administration. Cr. 3
Prereq: MGT 7640. Process policy and theoretical issues in pay and benefits administration; determination of structural level of individual pay, non-traditional reward systems, and government regulation of benefits. (Y)

7815 Strategic Leadership. Cr. 3
Prereq: BA 7040. Academic and practitioner views of strategic leadership to understand the dynamics of leadership influence in complex organizations. (Y)

7816 Leading in Organizations. Cr. 3
Prereq: BA 7040. Leadership competency development. Participant assessment precedes developmental planning and the formation of feedback and support networks. (Y)

7850 Management through Constructive Persuasion. Cr. 3
Introduction to methods of persuasion. Students learn how persuasion strategies can be applied in listening, speaking and written formats for business management situations. (Y)

7895 Internship in Management. Cr. 3
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Offered for S and U grades only. Students work a minimum of 160 hours for fifteen weeks in an entry-level management position in management. (T)

7900 Project Management. (ISM 7900) Cr. 3
Management of resources (budget, personnel, materials, etc.) within the scope of a given project; understanding and appreciation for the different knowledge areas of project management; insight into identification of inputs, tools, and techniques of project management. (Y)

7950 (MKT 7950) Business and Sustainability. Cr. 3
How organizations can be good to the environment while being profitable. Sustainability concerns such as climate change, rising energy prices, natural resource depletions, and air pollution. Evaluation of aspects of business operations including marketing and communications, stakeholder engagement, product development, operations, supply chain management, and reporting concerns. (Y)

7995 Directed Study in Management. Cr. 1-3 (Max. 3)
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Advanced independent readings and research under supervision of a graduate faculty member in areas of special interest to student and faculty member. (T)

8000 Seminar in Management. Cr. 3
Prereq: BA 7040. Selected topics in the management and organizational sciences. (I)
Marketing Courses
(MKT)

The following courses, numbered 7000-9999, are offered for graduate credit. Courses numbered 0900-6999, which are offered for undergraduate credit only, may be found in the Undergraduate Bulletin. For interpretation of numbering system, signs and abbreviations, see Signs and Abbreviations, p. 696.

7150 Global Automotive Marketing Strategy. Cr. 3
Prereq: completion of all foundation requirements. Marketing concepts, strategies, and tactics in global automotive industry. Marketing principles, role of marketing, target market selection, segmentation, brand management, distribution systems. (B)

7430 Advertising Management. Cr. 3
Prereq: BA 7050. Planning, implementing, and controlling advertising and sales promotion. Internal and external relationships of the advertising department, determining advertising objectives and copy platform, setting the budget, selecting media and measuring advertising effectiveness. (Y)

7450 Business Research and Methodology. Cr. 3
Prereq: BA 7050. An intensive study of the objectives and methodologies of research for business decisions. Course topics include: the scientific method, primary and secondary data sources, research design, reliability and validity, sampling, and applied statistics. Focus on the development of decision-oriented research information for all aspects of a business organization. (Y)

7460 International Business. Cr. 3

7470 Consumer and Industrial Buying Behavior. Cr. 3
Prereq: BA 7050. Behavioral theory as it relates to consumer and industrial decision processes. Relevant concepts, theories, and recent research findings are drawn from the fields of marketing, psychology, social psychology, and communications. Examination of consumer and industrial buying practices. (Y)

7500 International Marketing Strategy. Cr. 3

7700 Management of Retail Enterprises. Cr. 3
Prereq: BA 7050. In-depth study of the retail mix variables as they relate to products and services, pricing, promotion, place, and operating policies. Merchandising, inventory controls, store operations, and research approaches in monitoring current trends in retail management. (I)

7870 Seminar in Marketing. Cr. 3
Prereq: BA 7050 and written consent of instructor. In-depth exploration of new and important subjects or techniques in marketing. Topics vary by semester; consult instructor. (I)

7890 Internship in Marketing. Cr. 3
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Offered for S and U grades only. Students work a minimum of 160 hours for fifteen weeks in an entry-level management position in marketing. (T)

7950 Business and Sustainability. (MGT 7950) Cr. 3
How organizations can be good to the environment while being profitable. Sustainability concerns such as climate change, rising energy prices, natural resource depletions, and air pollution. Evaluation of aspects of business operations including marketing and communications, stakeholder engagement, product development, operations, supply chain management, and reporting concerns. (Y)

7995 Directed Study in Marketing. Cr. 1-3 (Max. 5)
Prereq: completion of core courses (except BA 7080) and written consent of graduate officer and department chair. Advanced independent readings and research under supervision of a graduate faculty member in areas of special interest to student and faculty member. (T)

7996 Principles for Customer Relationship Management. Cr. 3
Investigation of the antecedents and consequences of implementing a customer-relationship management strategy. The course will provide students with insight on: What CRM and its conceptual foundations are; How CRM forces the interaction between corporate strategy, organizational structure, supply chain, and customer facing front end; The role of measuring and managing customer satisfaction, customer loyalty and customer profitability; Hands-on application with salesforce.com. (T)