



The Eli Broad College of Business and The Eli Broad Graduate School of Management

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The faculty of The Eli Broad College of Business and The Eli Broad Graduate School of Management (commonly referred to as the Broad College) at Michigan State University is dedicated to continuous quality improvement in all of its activities. To that end, the faculty has adopted the following:

Core Vision

The be the recognized leader in creating knowledge and developing transformational thinkers and doers who make business happen.

Mission Statement

The mission of the Eli Broad College of Business and the Eli Broad Graduate School of Management at Michigan State University is to create and disseminate knowledge through collaborative relationships.

UNDERGRADUATE PROGRAMS

Undergraduate students are required to complete a core curriculum that exposes them to diverse subjects and develops a well-rounded business background. Within the undergraduate program, area requirements include writing, mathematics, integrative studies, basic disciplines and functional fields in business, and elective courses enhancing a student's course of study. An important component of the business curriculum is the major field of concentration, which is selected by each student upon admis-

sion to the Broad College. Students are strongly encouraged to meet with their academic advisor to discuss major fields of concentration, electives, study abroad, community service, work experience and leadership development opportunities.

Students completing undergraduate programs in the Broad College receive the Bachelor of Arts degree.

Freshmen

Individuals meeting the general University requirements for admission shown in the *Undergraduate Education* section of this catalog are enrolled in the Undergraduate University Division, but may declare a major preference in the Broad College.

Admission as a Junior in Business Administration

Enrollment in the Broad College of Business is limited, and admission to the College is competitive. Criteria for admission are listed below.

1. Completion of 56 credits.
2. Completion of the following core courses:
 - a. Computer Science and Engineering 101
 - b. Economics 201 and 202
 - c. Accounting 201 and 202
3. A student must declare a business major preference by April 15 for fall semester admission or November 15 for spring semester admission.
4. Admission decisions are based primarily on cumulative university grade-point average and grades in the core courses listed above. Academic and non-academic factors and experiences will also be considered. Students

tial assignments in which students work with entrepreneurs to solve real business problems. This specialization will help broaden the students' perspective beyond corporate management and enhance their employment prospects by increasing their attractiveness to entrepreneurial firms.

The Specialization in Entrepreneurship is administered by The Eli Broad College of Business and is available as an elective to students who are enrolled in bachelor's degree programs in The Eli Broad College of Business with the exception of Hospitality Business. Students who are interested in the specialization must contact The Eli Broad College of Business.

With the approval of the department that administers the student's degree program, courses that are used to satisfy the requirements for the specialization may also be used to satisfy the requirements for the bachelor's degree. The student's program of study must be approved by the student's academic advisor for the specialization.

Requirements for the Specialization in Entrepreneurship

CREDITS

Students must maintain a 2.0 grade-point average in courses completed for the specialization and complete 12 credits from the following.

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|---|---|--|
| 1. Complete one of the following courses (3 credits): | | |
| MGT 352 Entrepreneurship: New Venture Process | 3 | |
| MKT 355 Entrepreneurship: Strategic Marketing Planning and Launch | 3 | |
| 2. Complete two of the following courses (6 credits): | | |
| ACC 333 Taxation and Accounting for the Entrepreneur | 3 | |
| FI 444 Entrepreneurial Finance | 3 | |
| GBL 467 Emerging Enterprise Law | 3 | |
| MGT 454 Technology Entrepreneurship | 3 | |
| MKT 420 New Product Design and Development | 3 | |
| 3. Complete the following course (3 credits): | | |
| MKT 480 Entrepreneurship Capstone Experience | 3 | |

SPECIALIZATION IN INFORMATION TECHNOLOGY

The specialization in information technology is available to students enrolled in bachelor's degree programs in the Eli Broad College of Business, the College of Communication Arts and Sciences, and the College of Engineering. These three colleges jointly offer this specialization. The Eli Broad College of Business is the primary administrative unit.

The specialization is designed to provide students with a multidisciplinary understanding of the role and basic mechanics of information technology in the contemporary workplace. Information technology specialists learn how to design and model information systems and business processes, plan and manage information systems projects, and program and test the resulting systems. Students develop core competencies in their primary area of study and broaden their horizons as they interact with others from different disciplinary backgrounds on real-world systems projects. Students completing the specialization will be well-prepared for employment in technology-oriented environments and will also understand how to be thought leaders as information technology applications continue to evolve in organizations and society.

Admission

To be considered for admission, a student must have been formally accepted into a degree program in one of the participating colleges. Applicants must have completed (a) Computer Science and Engineering 201 or 231 and (b) Mathematics 124 or 132.

Students seeking admission to the specialization must contact their college advising office in order to complete an application. Admission is based on a combination of cumulative grade-point average, stated interest, and experience in information technology. Students are required to provide a written statement and resume.

Requirements for the Specialization in Information Technology

Students must complete the requirements specified below (19 to 20 credits):

CREDITS

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|--|---|--------|
| 1. All of the following courses | | 16 |
| CSE 201 Fundamentals of Information Technology | 3 | |
| CSE 231 Introduction to Programming I | 4 | |
| ITM 311 Systems Analysis and Design | 3 | |
| ITM 444 Information Technology Project Management | 3 | |
| TC 201 Introduction to Media and Information Technology | 3 | |
| 2. At least 3 credits from the following courses: | | 3 or 4 |
| CSE 232 Introduction to Programming II | 4 | |
| ITM 309 Business Information Systems and Technology | 3 | |
| TC 361 Information and Communication Technology Management | 3 | |

With the approval of the department that administers the student's degree program, courses that are used to satisfy the requirements of the specialization may also be used to satisfy the requirements for the bachelor's degree. In certain cases, prerequisites for specialization electives may be waived with advance approval. Students should consult with their college advising office.

MINOR IN INTERNATIONAL BUSINESS

The Minor in International Business will be attractive to students who plan careers with an international orientation and who wish to add breadth to their major. The minor is designed for students who desire to increase their understanding of various regions of the world and the global marketplace.

The Minor in International Business is administered by The Eli Broad College of Business and is available as an elective to students who are enrolled in bachelor's degree programs in The Eli Broad College of Business other than the Bachelor of Arts degree in Hospitality Business.

Students who are interested in the minor must contact The Eli Broad College of Business.

With the approval of the department and college that administers the student's degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor's degree. At least 12 unique credits counted towards the requirements for a student's minor must not be used to fulfill the requirements for that student's major.

Requirements for the Minor in International Business

CREDITS

The student must complete the requirements specified below with a grade-point average of 2.0 in all courses taken to fulfill requirements 1. through 5.:

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|--|---|--|
| 1. The following course (3 credits): | | |
| MKT 310 International and Comparative Dimensions of Business | 3 | |
| 2. One of the following courses (3 credits): | | |
| FI 451 International Financial Management | 3 | |
| GBL 460 International Law and Business | 3 | |
| MGT 476 Globalization and International Management (D) | 3 | |
| MKT 415 International Marketing Management | 3 | |
| A course taken to fulfill this requirement may not be used to fulfill requirement 3. | | |
| 3. Complete an additional 6 credits in courses selected from the following list: | | |
| EC 306 Comparative Economic Systems | 3 | |
| EC 310 Economics of Developing Countries | 3 | |
| EC 340 Survey of International Economics | 3 | |
| EC 406 Economic Analysis of Russia and the Commonwealth of Independent States | 3 | |
| EC 410 Issues in the Economics of Developing Countries | 3 | |
| EC 412 Economic Analysis of Latin America | 3 | |
| EC 413 Economic Analysis of Asia | 3 | |
| EC 414 Economic Analysis of Sub-Saharan Africa | 3 | |
| EC 440 International Trade | 3 | |
| EC 441 International Finance | 3 | |
| FI 451 International Financial Management | 3 | |
| GBL 460 International Law and Business | 3 | |
| GBL 480 Environmental Law and Sustainability for Business: From Local to Global (I) | 3 | |
| MGT 476 Globalization and International Management (D) | 3 | |
| MKT 415 International Marketing Management | 3 | |
| 4. Complete an additional 3 credits in a course with international content. Courses not used to fulfill requirement 3. above may be used to fulfill this | | |

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requirement. Any other course must be approved by the student's advisor prior to enrollment in the course.

5. Completion of a study abroad program (6 credits) or a pre-approved international internship (credit or non-credit) as approved by The Eli Broad College of Business.
6. Demonstrate competency in a foreign language equivalent to four semesters of study at the university-level. The results of the Michigan State University foreign language placement test will be considered in determining whether or not the student has fulfilled this requirement.

SPECIALIZATION IN INTERNATIONAL BUSINESS

The Specialization in International Business should be attractive to students who plan careers with an international orientation and who wish to add an international breadth to their major. The specialization is designed for students who desire to increase their understanding of various regions of the world and the global marketplace.

The Specialization in International Business is administered by The Eli Broad College of Business and is available as an elective to students who are enrolled in bachelor's degree programs in The Eli Broad College of Business with the exception of Hospitality Business. Students who are interested in the specialization must contact The Eli Broad College of Business.

With the approval of the department that administers the student's degree program, courses that are used to satisfy the requirements for the specialization may also be used to satisfy the requirements for the bachelor's degree with the exception of the Business Core International course requirement. The student's program of study must be approved by the student's academic advisor for the specialization.

Requirements for the Specialization in International Business

CREDITS

The student must complete the requirements specified below with a grade-point average of 2.0 in all courses taken to fulfill requirements 1. and 2.:

1. One of the following course (3 credits):

FI	451	International Financial Management	3
GBL	460	International Law and Business	3
MGT	476	Globalization and International Management (D)	3
MSC	415	International Marketing Management	3

A course taken to fulfill this requirement may not be used to fulfill requirement 2.
2. Complete an additional 6 credits in courses selected from the following list:

EC	306	Comparative Economic Systems	3
EC	310	Economics of Developing Countries	3
EC	340	Survey of International Economics	3
EC	406	Economic Analysis of Russia and the Commonwealth of Independent States	3
EC	410	Issues in the Economics of Developing Countries	3
EC	412	Economic Analysis of Latin America	3
EC	413	Economic Analysis of Asia	3
EC	414	Economic Analysis of Sub-Saharan Africa	3
EC	440	International Trade	3
EC	441	International Finance	3
FI	451	International Financial Management	3
GBL	460	International Law and Business	3
MGT	476	Globalization and International Management (D)	3
MSC	310	International and Comparative Dimensions of Business	3
MSC	415	International Marketing Management	3

Students who select Economics 340 or Marketing and Supply Chain Management 310 to fulfill this requirement may not double-count the 3 credits from either course towards the business core international requirement at the college-level and this requirement.
3. Demonstrate competency in a foreign language equivalent to four semesters of study at the university-level. The results of the Michigan State University foreign language placement test will be considered in determining whether or not the student has fulfilled this requirement.
4. Completion of a study abroad program (6 credits) or a pre-approved international internship (non-credit). Students who choose a study abroad program may count the credits towards their business core requirement in their major.

SPECIALIZATION IN SALES COMMUNICATION

Students who are enrolled in bachelor's degree programs in The Eli Broad College of Business may apply for admission to the Specialization in Sales Communication. For additional information, refer to the *Specialization in Sales Communication* statement in the *Department of Communication* section of this catalog.

GRADUATE STUDY

The Eli Broad Graduate School of Management prepares men and women for professional careers in business, public service, and teaching. Graduate degree programs are offered through the Broad School and the departments of Accounting, Finance, Management, Marketing, Supply Chain Management, and The School of Hospitality Business.

The departmental faculties are recognized nationally and internationally for their scholarly articles, books and monographs, and their participation in research and educational programs around the world. The breadth of faculty competencies makes possible the extensive graduate programs that exist in the Broad School. The following degree programs are available: Master of Business Administration, Master of Science, and Doctor of Philosophy.

Business administration applies concepts and analytical techniques derived primarily from the social sciences and draws on quantitative methods of the physical sciences. Business administration graduate programs incorporate close ties between concepts and techniques, theory and practice, and classroom and industry. The Master of Business Administration degree is oriented primarily toward managerial practice. The program is designed to prepare students for management and leadership roles in global organizations. The Doctor of Philosophy degree is intended primarily for prospective university teachers and research personnel.

In addition to the Master of Business Administration and Doctor of Philosophy degree programs in business administration, the Broad School offers Master of Science degree programs in accounting, business research, finance, foodservice business management, hospitality business management, marketing research, and supply chain management. The Broad School also offers a graduate Specialization in Business Concepts for Environmental Sustainability and Conservation for students enrolled in master's or doctoral degree programs at Michigan State University.

Students who are enrolled in master's degree programs in the Broad School may elect the master's specialization in agribusiness. For additional information, refer to the *Master's Specialization in Agribusiness* statement in the *Department of Agricultural, Food and Resource Economics* statement in the *College of Agriculture and Natural Resources* section of this catalog.

International applicants must fulfill the university's English language proficiency requirements as described in the *Graduate Education* section of this catalog. International students should apply approximately nine months in advance of the semester in which they wish to be admitted. For further information, refer to the *International Student Admission* statement in the *Graduate Education* section of this catalog.

Master of Business Administration

The Master of Business Administration (M.B.A.) full-time, two-year degree program is designed to prepare students for management and leadership roles in global business organizations, from entry-level management positions to top executive roles. Specifically, the program is designed to create an understanding of the strategic positioning of the firm, its value chain,

and how business activities contribute to the firm's total performance; to develop critical leadership and business analysis skills; and to build a high level of competence across all business functions plus deep knowledge in at least one discipline to prepare the student for a successful career in business.

Full-time M.B.A. students must select a concentration from finance, human resource management, marketing, or supply chain management. They have flexibility to design secondary focus areas to support their career goals using courses in the college in areas such as change management, consulting, corporate accounting, entrepreneurship, hospitality business, information technology management, international business, leadership, strategic management, sustainability, or any of the four concentrations. Courses from other colleges may also be used with the approval of the Director of the full-time M.B.A. Program.

Only Plan B (without thesis) is available to students who are enrolled in the M.B.A. degree programs.

For information about the Master of Business Administration degree program with a major in Business Administration, refer to the *Master of Business Administration Degree: Corporate M.B.A. Program* statement.

For information about the Master of Business Administration degree program with a major in Business Administration designed for current middle and senior managers, refer to the *Master of Business Administration Degree: Executive M.B.A. Program* statement.

For information about the Master of Business Administration degree program with a major in Integrative Management offered on weekends for fully-employed professionals, refer to the *Master of Business Administration Degree: Program in Integrative Management* statement.

In addition to meeting the requirements of the university, students must meet the requirements specified below.

Admission

The full-time M.B.A. program normally extends over 21 months and consists of two fall and spring semesters and an enrichment experience during the intervening summer. Applicants are admitted to the program for fall semester only.

A strong education in any field is good preparation for graduate study in business administration. Prior academic work in business is helpful, but not required. Students with undergraduate degrees in the sciences, engineering, economics, and the liberal arts are encouraged to apply. Two or more years of work experience after completing a bachelor's degree is strongly recommended.

To be considered for admission to the full-time M.B.A. program, an applicant must:

1. Submit to the Director of the full-time M.B.A. Program a completed full-time M.B.A. application packet that is available at www.mba.broad.msu.edu.
2. Take the Graduate Management Admission Test (GMAT) and have the scores submitted to the Broad School. The test must be taken not more than five years prior to the submission of the application for admission to the program.
3. Complete the required personal interview with a representative of the full-time M.B.A. Program Office.

Minimum standards for admission are:

1. A bachelor's degree from a recognized educational institution.
2. An academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
3. Scores on the GMAT that reflect a general aptitude for success in graduate study.
4. Personal attributes such as demonstrated management potential and maturity.

5. Personal qualifications of sound character, intellectual curiosity, perseverance, and a drive to succeed.

Admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission. Although all of the above minimum standards must normally be met, the applicant's overall record is considered.

Each full-time M.B.A. student is required to have a personal laptop computer with a minimum configuration approved by the Director of the full-time M.B.A. Program.

Students who are admitted to the full-time M.B.A. program must participate in a non-credit orientation program designed to prepare students for success in the team-based management education program and curriculum.

Requirements for the Master of Business Administration Degree

1. Complete 60 credits including:
 - a. All required core courses which include courses in the following functional and critical skill areas: accounting, business communication, career management, economics, finance, management, marketing, statistics, and supply chain management. Students must consult the Director of the full-time M.B.A. program for specific core course requirements.
 - b. A concentration in finance, human resource management, marketing, or supply chain management (15 credits) approved by the Director of the full-time M.B.A. program.
 - c. At least 3 credits of international business selected from courses approved by the Director of the full-time M.B.A. program.
2. Students may use remaining elective credits to design an academic program to support their professional goals using courses across the business college disciplines. Students may select electives outside the college with the approval of the Director of the full-time M.B.A. program. Exceptions must be approved by the Director of the full-time M.B.A. program.
3. **Enrichment Experience**
Each student is required to participate in an enrichment experience approved by the Director of the full-time M.B.A. Program. Generally, the student participates in the enrichment experience during the summer between the first and second years of the program. The enrichment experience may involve a domestic or international internship, intensive foreign language study, an international or domestic study trip, a field or consulting project, or an approved graduate assistantship. Some of these options may involve additional costs to the student and may be able to accommodate only a limited number of students. Students with an approved internship may enroll in MBA 893 MBA Internship Experience for 1 credit in addition to the 60 credits that are required for the degree.

Academic Standards

Students are expected to (1) maintain a minimum grade-point average of 3.00 each semester, (2) maintain a minimum cumulative grade-point average of 3.00, and (3) complete all courses listed on the Candidacy Form. A student's academic progress is monitored by the Director of the full-time M.B.A. Program. A policy statement containing additional information relative to academic standards is available from the Director.

A student who does not maintain a cumulative 3.00 grade-point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a cumulative 3.00 grade-point average; otherwise, dismissal from the program will result.

Transfer Credits

For a student who is pursuing a full-time M.B.A. degree from Michigan State University jointly with a Juris Doctor degree from the Michigan State University - College of Law, a maximum of 12 credits from the Michigan State University College of Law may be transferred to the full-time M.B.A. degree program.

**Master of Business Administration Degree:
Corporate M.B.A. Program**

The Corporate Master of Business Administration degree program combines general and customized managerial education. The Corporate M.B.A. program is designed to integrate management theories with workplace applications to provide students with the intellectual and analytic skills demanded by organizations today. The program combines the Broad School's commitment to excellence in management education with customized content.

The Corporate M.B.A. program is intended for working managers who are part of a cohort sponsored by their employer. Students participate in that cohort over the duration of the program, which takes approximately 15-24 months to complete. To allow flexibility, a cohort may start in any semester and students may be admitted on a rolling basis. By using technology-based modules in most classes, the program offers much flexibility to students. By including a fixed number of residencies in addition to the online instruction, the program ensures that it is possible to apply Web-based lessons and have intensive discussions and application sessions. The Corporate M.B.A. is a flexible program that incorporates the intensive team-based skill development that is a hallmark of the Broad School's other MBA programs.

In addition to meeting the requirements of the university, students must meet the requirements specified below.

Admission

To be admitted to the Corporate M.B.A. degree program, an applicant must:

1. Be employed full-time in a managerial position in the private or public sector in an organization sponsoring a Corporate M.B.A. cohort.
2. Be nominated for acceptance into the program by at least one representative of the employing organization. It is expected that the employing organization will provide substantial or full financial sponsorship to anyone nominated for the program.
3. Have approval from the employing organization to attend all program residency sessions.
4. Have a bachelor's degree from a recognized educational institution.
5. Have an academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
6. Have managerial work experience, including professional or supervisory responsibility. The quality of an individual's work experience will be more important than the quantity of experience in assessing an applicant's qualifications.
7. Have a high degree of potential for advancement to an organizational leadership role.
8. Possess important personal and managerial attributes, such as intellectual curiosity, excellent communication skills, maturity, openness to new ideas and change, leadership qualities, analytical thinking ability, perseverance, and an ability to lead and work in teams.

In general, admission to the program is competitive and individuals meeting the minimum standards are not guaranteed admission. Applicants to the program may compensate for deficiencies in their background by securing a strong score on the Graduate Management Admission Test (GMAT) or by providing other information that clearly demonstrates outstanding managerial competence and potential. Submitted GMAT scores must not be more than five years old (as measured relative to the date an application is submitted to the Corporate M.B.A. program).

Students who are admitted to the Corporate M.B.A. program should have some background knowledge of and exposure to statistics, as well as a working knowledge of software for word

processing, spreadsheets, presentations, and data-based management systems. Each student is expected to have a laptop computer with a minimum configuration approved by the Corporate M.B.A. program office.

Students who are admitted to the Corporate M.B.A. program must participate in a non-credit orientation program and in any non-credit preparatory modules deemed necessary by the program office at the time of a student's admission. The orientation and preparatory modules may involve an introduction to faculty and the curriculum, accounting basics, team skills, and/or analytic or quantitative analysis skills.

Requirements for the Corporate Master of Business Administration Degree in Business Administration

Students must complete 45 credits for the degree from the following courses:

		CREDITS	
CMBA	801	Markets and Business Fundamentals	1
CMBA	802	Data Analysis and Business Decisions	1
CMBA	803	Financial Accounting Concepts	2
CMBA	804	Managerial Skills	1
CMBA	805	Teamwork Simulation	1
CMBA	806	Leadership Skills	2
CMBA	807	Corporate Finance	2
CMBA	808	Strategic Marketing	2
CMBA	809	Law and Business	1
CMBA	810	Managerial Accounting	2
CMBA	811	Financial Strategies	1
CMBA	812	Supply Chain Management	1
CMBA	813	Business Case Analysis	1
CMBA	814	Strategic Management	2
CMBA	815	Management of Information Technology	2
CMBA	816	Financial Statement Analysis	1
CMBA	817	Strategic Sourcing and Procurement	1
CMBA	818	Operations Management	1
CMBA	819	Logistics Management	1
CMBA	820	Lean Management	1
CMBA	821	Leveraging Information Technology for Knowledge Management	1
CMBA	822	Market Creation	1
CMBA	823	New Product Development	1
CMBA	824	Brand Management	1
CMBA	825	Managerial Communication	1
CMBA	826	Value-Based Management	1
CMBA	827	International Supply Chain Management	1
CMBA	828	International Financial Management	1
CMBA	829	Global Marketing	1
CMBA	830	Accounting and Corporate Governance	1
CMBA	831	Risk Management	1
CMBA	832	Leadership and Change Management	1
CMBA	833	Professional Responsibility in Business	1
CMBA	834	Human Resource Leadership	1
CMBA	835	Strategic Visioning for the Future	1
CMBA	840	Applied Student Project	1 to 3
CMBA	841	Applied Team Project	2 to 6
CMBA	850	Special Topics in Accounting and Information Systems	1 or 2
CMBA	851	Special Topics in Finance	1 or 2
CMBA	852	Special Topics in Management	1 or 2
CMBA	853	Special Topics in Marketing	1 or 2
CMBA	854	Special Topics in Supply Chain Management	1 or 2

Students may re-enroll for a maximum of 8 credits: CMBA 850, CMBA 851, CMBA 852, CMBA 853, and CMBA 854, and a maximum of 16 credits in the total enrollment for these courses.

Students must also participate in a Management Forum during each program residency session. This is a non-credit graduation requirement and students will be assessed based on their attendance and participation. The Management Forum sessions are designed to give students the skills they need for success in their careers and to expose them to the thinking of leading management practitioners. Management Forum topics may include career development, diversity, skills improvement, current business issues, and globalization. A common time will be set aside for this enrichment experience.

Academic Standards

Students are expected to (1) maintain a minimum grade-point average of 3.0 for each program residency module, (2) maintain a minimum cumulative grade-point average of 3.00, (3) complete all courses listed on the Candidacy Form, and (4) complete the non-credit Management Forum. A student's academic progress will be monitored by the Director of the Corporate M.B.A. program.

A student who does not maintain a cumulative 3.0 grade-point average for two consecutive residency modules will be placed on final probation. Such a student will be given the next two resi-

dependency modules to achieve a cumulative 3.0 grade-point average; otherwise, dismissal from the program will result. To graduate from the program, a student must attain an overall cumulative grade-point average of 3.0 or higher.

**Master of Business Administration Degree:
Executive M.B.A. Program**

The Executive Master of Business Administration degree program with a major in business administration is available only through Michigan State University's Management Education Center in Troy, Michigan. Students are admitted to the program **only** for fall semester. The program extends over 21 months, and consists of two fall and spring semesters and the intervening summer. Students in the program must complete the required courses in a defined sequence with the other members of their class.

The Executive M.B.A. program is designed for experienced managers who have a high degree of potential for leadership as executives. The objectives of the program are to develop skills in strategic thinking, analysis, decision-making and leadership. The program is designed to provide a generalist's perspective across functional areas of the business organization through an interactive process.

In addition to meeting the requirements of the university, students must meet the requirements specified below.

Admission

To be admitted to the M.B.A. degree program in business administration, an applicant must:

1. Be employed full-time in a managerial position in the public or private sector.
2. Be nominated for acceptance into the program by one or more representatives of the employing organization.
3. Have a bachelor's degree from a recognized educational institution.
4. Have a cumulative academic record equivalent to at least 3.0 (B) in undergraduate work.
5. Have 10 years or more of professional work experience. The work experience should reflect approximately five years of senior supervisory, managerial, or professional responsibility.
6. Have demonstrated the ability to succeed in a managerial position.
7. Have a high degree of potential for advancement to a leadership role.
8. Possess the following personal attributes: intellectual curiosity, a team orientation, clear thinking, good oral and written communication skills, assertiveness, and receptiveness to new ideas and approaches.

However, admission to the program is selective. Meeting the minimum standards listed above does not guarantee admission to the program.

Students who are admitted to the Executive M.B.A. Program must participate in a non-credit orientation program and in non-credit preparatory workshops prior to enrolling in the courses that are required for the program. The preparatory workshops involve an introduction to the faculty and the curriculum, accounting basics, group dynamics and team selection, computer skills, and quantitative foundations.

Requirements for the Master of Business Administration Degree in Business Administration

1. Students must complete 45 credits for the degree from the following courses:

	CREDITS
EMB 801 Business Unit Strategy	2
EMB 802 Financial Accounting Concepts	2
EMB 811 Corporate and Global Strategies, Design and Governance	2
EMB 812 Accounting for Decision Making and Control	2
EMB 820 Marketing Operations and Innovation	2
EMB 821 Corporate Finance	3
EMB 822 Managing Supply Chain and Lean Operations	2 or 3
EMB 824 Global Supply Chain Strategy	1
EMB 828 Strategic and International Marketing	2
EMB 831 Law and Business	1
EMB 836 Management in the Global Marketplace	3
EMB 844 Leadership, Change Management and Ethics	2
EMB 845 Entrepreneurship	1
EMB 847 Business Decision Making and Marginal Analysis	2 or 3
EMB 852 International Markets	1 to 3
EMB 856 Human Resources and Critical Organizational Transitions	1 to 3
EMB 858 Financial Strategies and Value/Risk Management	2
EMB 861 Strategic Management of Information Technology	2
EMB 863 Strategy Process: Generation and Implementation	2
EMB 865 Business Ethics and Professional Responsibility	2
EMB 866 Managing Teams and Negotiation	1 or 2
EMB 877 Leadership Development	1
EMB 887 Business Assessment and Operational Excellence	2
EMB 889 Global Business Growth and Transformation	3
EMB 891 Special Topics in Executive Management	1 to 3

Students may re-enroll in EMB 887 for a maximum of 4 credits.

Students may re-enroll in EMB 889 for a maximum of 6 credits.

Students may re-enroll in EMB 891 for a maximum of 6 credits.

Academic Standards

Students are expected to (1) maintain a minimum grade-point average of 3.0 each semester, (2) maintain a minimum cumulative grade-point average of 3.0, and (3) complete all courses listed on the Candidacy Form. A student's academic progress is monitored by the Director of the Executive M.B.A. Program.

A student who does not maintain a cumulative 3.0 grade-point average will be placed on probation. Such a student will be given the next semester of enrollment to achieve a cumulative 3.0 grade-point average; otherwise, dismissal from the program will result.

**Master of Business Administration Degree:
Program in Integrative Management**

The M.B.A. degree program with a major in integrative management is also known as The Weekend M.B.A., and extends over 19 months. It consists of two summer residential sessions, four academic semesters and a late-spring session. During the academic semesters, most of the courses are scheduled on alternating weekends, primarily Saturdays. Students are admitted to the program in integrative management for summer session only. Students in the program must complete the required courses in a defined sequence with the other members of their class.

The program in integrative management is designed for professionals who meet the admission requirements and want to advance in their careers without interrupting their full-time employment to pursue graduate study. The objective of the program is to prepare graduates who are able to make sound business decisions based on integrating information across the various fields of business and to manage businesses in an evolving global environment. The integrative theme is carried out through the coordination of course modules, through in-depth student analyses of the organizations in which they are employed, and by team efforts that require cross-functional perspectives and build on peer strengths.

In addition to the requirements of the university, students must meet the requirements specified below.

Admission

To be admitted to the Master of Business Administration Program in Integrative Management, an applicant must:

1. Be employed full-time in a managerial position or have demonstrated potential for career advancement and leadership in the public or private sector.
2. Be recommended for acceptance into the program by two or more professional colleagues.
3. Have a bachelor's degree from a recognized educational institution. The educational institution, academic program, and academic record are considered.
4. Have strong scores on the Graduate Management Admission Test (GMAT) that reflect a general aptitude for graduate study. Other relevant indicators of academic success and significant managerial experience may also be considered.
5. Have significant work experience that will enhance contributions to the team and the program. Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.

Admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission to the program.

Prior to enrollment in the Master of Business Administration Program in Integrative Management, the student should have completed college-level courses in algebra and statistics and have a working knowledge of personal computers including word processing, spreadsheets, and database management systems.

Each student is required to have a laptop computer with a minimum configuration approved by the program office.

Requirements for the Master of Business Administration Degree in Integrative Management

The student must complete 45 credits in following courses:

	CREDITS
1. Required Core. All of the following courses:	
PIM 800 Managerial Skills	2
PIM 801 Organizational Analysis	1 to 2
PIM 802 Integrative Case Competition	1 to 2
PIM 803 Leadership Development	1 to 2
PIM 811 Financial Accounting Concepts	2
PIM 812 Managerial Accounting	1.5
PIM 813 Information Systems	1.5
PIM 821 Managerial Economics	2
PIM 822 Macroeconomics for Managers	1.5
PIM 831 Legal Environment of Business	1.5
PIM 841 Corporate Finance	1.5
PIM 842 Managerial Finance	1.5
PIM 850 Analysis and Decision Modeling	2
PIM 852 Negotiation	1.5
PIM 853 Human Resource Management	1.5
PIM 855 Strategic Management	3
PIM 862 Customer and Competitor Analysis	1.5
PIM 863 Marketing Systems	1.5
PIM 870 Supply Chain Management	1.5
PIM 871 Innovation of Products and Services	1.5
PIM 872 International Strategies	1.5
PIM 875 Supply Chain Management II	1.5
PIM 876 Ethics in the Workplace	1.5
2. Complete 7.5 credits in course work dealing with current issues in business in topic areas such as finance, marketing, supply chain management, international business, business law, management, information systems, accounting, and economics. A list of available courses can be obtained from the program office. With the approval of the Director of the Program in Integrative Management, PIM 874 The Global Marketplace (3 credits) may be applied towards the fulfillment of this requirement. PIM 874 involves international travel and additional cost to the student.	

Academic Standards

Students are expected to (a) maintain a minimum grade-point average of 3.00 each semester, (b) maintain a minimum cumulative grade-point average of 3.00, and (c) complete all courses listed on the Candidacy Form. A student's academic progress is monitored by the Director of the Program in Integrative Management.

A student who does not maintain a cumulative 3.00 grade-point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a cumulative 3.00 grade-point average; otherwise, dismissal from the program will result.

Master of Science

The Broad School offers Master of Science degree programs with majors in accounting, business research, finance, foodservice business management, hospitality business management, marketing research, and supply chain management.

For information about the Master of Science degree program in accounting, refer to the *Department of Accounting and Information Systems* section.

For information about the Master of Science degree program in finance, refer to the *Department of Finance* section.

For information about the Master of Science degree program in foodservice business management or hospitality business management, refer to *The School of Hospitality Business* section.

For information about the Master of Science degree program in marketing research, refer to the *Department of Marketing* section.

For information about the Master of Science degree program in supply chain management, refer to the *Supply Chain Management* section.

BUSINESS RESEARCH

Master of Science

The Master of Science degree with a major in Business Research provides a graduate-level degree for individuals with skills in research methods and graduate-level course work in a business-related area. The program is only available under Plan B (without thesis). The curriculum is flexible and allows students to choose courses that will meet their specific professional needs. Courses are offered in all of the major areas of the College of Business.

In addition to meeting the requirements of the university and of the Eli Broad College of Business and Graduate School of Management, students must meet the requirements specified below.

Admission

Applicants for admission must possess a bachelor's degree from a recognized educational institution, a superior academic record, and very strong scores on either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). Persons admitted must have the qualifications of perseverance and intellectual curiosity, and an interest in scholarly research. Evidence of these qualities is obtained from an appraisal of a statement of purpose submitted by the applicant and letters of recommendation.

Admissions decisions are made by a faculty committee in the department of the student's major field of concentration and are reviewed by the Associate Dean for Academic Affairs.

Requirements for the Master of Science Degree in Business Research

The Master of Science degree in Business Research is available under Plan B (non-thesis). A total of 30 credits are required for the degree. The student's program of study must be approved by the program director.

CREDITS

1. Complete at least 12 credits in 800-900 level courses in research methods such as statistics, econometrics, or other areas.
2. Complete at least 18 additional credits of 800-900 level courses, including at least 12 credits from courses offered by the College of Business.
3. Successfully complete a final examination or evaluation.

In lieu of items 1. and 2. above, students may elect to complete a concentration in analytics. Students must complete the following requirements:

Concentration in Analytics

1. Complete all of the following research methods courses (12 credits):

CSE 881	Data Mining	3
CSE 891	Selected Topics	3
STT 863	Statistical Methods I	3

 Any approved 890-891 independent study or topics course.
2. Complete all of the following courses (15 credits):

ACC 822	Information Systems Project Management	3
ITM 818	Introduction to Business Analytics	3
ITM 888	Capstone: Business Analytics	3
MGT 805	Special Topics in Management	3
MKT 829	Marketing Technology and Analytics	3
3. One of the following courses (3 credits):

MKT 856	Consulting Practicum in Marketing	3
MKT 865	Emerging Topics in Business	3

Academic Standards

Students must maintain a cumulative grade-point average of at least 3.0 in all graduate courses.

Doctor of Philosophy Degree in Business Administration

The Doctor of Philosophy degree in business administration is earned primarily by prospective college or university teachers and research personnel. This program provides an opportunity for developing a high degree of specialization in one of the following major fields of concentration: accounting, business information systems, finance, logistics, marketing, organizational behavior—human resource management, operations and sourcing management, and strategic management.

A guidance committee assists the doctoral student in planning a rigorous program of multidisciplinary study. Graduates are expected to be capable of specialized and innovative research.

In addition to meeting the requirements of the university, students must meet the requirements specified below.

The business administration programs to which the requirements that are referenced in the *Doctor of Philosophy Degree in Business Administration* statement apply are listed below by the units that administer them:

The Eli Broad College of Business
 Program in Information Technology Management
 Business Information Systems
 Department of Accounting and Information Systems
 Accounting
 Department of Finance
 Finance
 Department of Management
 Organizational Behavior—Human Resource
 Management
 Strategic Management

Department of Marketing
 Marketing
 Department of Supply Chain Management
 Logistics
 Operations and Sourcing Management

Admission

Applicants for admission must possess a bachelor's degree from a recognized educational institution, a superior academic record, and very strong scores on either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). Persons admitted must have the qualifications of perseverance and intellectual curiosity, and an interest in scholarly research. Evidence of these qualities is obtained from an appraisal of a statement of purpose submitted by the applicant and letters of recommendation.

Admissions decisions are made by a faculty committee in the department of the student's major field of concentration and are reviewed by the Associate Dean for Academic Affairs.

Requirements for the Doctor of Philosophy Degree in Business Administration

The following degree requirements are applicable to all doctoral students in business administration. Students should contact individual departments concerning any additional requirements they may impose. The general requirements are:

1. Complete a major field and one minor field of study. A major field consists of a minimum of three courses totaling at least 12 credits; a minor field consists of a minimum of three courses totaling at least 9 credits. Specific major and minor fields may require additional courses and credits.
2. Know and be able to apply concepts, tools, and techniques of business practice. A student who enters the doctoral program without having earned a business degree from an institution accredited by the Association for the Advancement of Collegiate Schools of Business should develop a broad understanding of the functional areas of business: Accounting, Finance, Management, Supply Chain Management, and Marketing. Such background, if necessary, would be provided by undergraduate or master's level course work as specified by the student's program guidance committee.
3. Achieve competence in economic and/or behavioral analysis by completing graduate level course work in these areas. Specific requirements are established by the student's major department.
4. Complete a minimum of four graduate-level courses totaling at least 12 credits in research related areas. The areas chosen are expected to be relevant to the student's dissertation research and in subsequent professional endeavors.
5. Pass a written comprehensive examination in the major field and successfully complete the requirements for the minor field, which may also include a written comprehensive examination. At the option of the student's major department, an oral component may be added to the major comprehensive examination. The student's major field advisor must certify to the Doctoral Programs Office that the student has met the requirements for taking a particular written comprehensive examination before the student will be permitted to sit for that examination.
6. Defend a dissertation proposal orally in an open meeting. Because the purpose of this requirement is to provide faculty input for the dissertation research, it should be satisfied before the majority of the research effort is undertaken. A successful defense of the dissertation proposal is achieved when three-fourths of the student's dissertation committee,

including the chairperson, approves the defense. The guidance committee will report to the Doctoral Programs Office the successful completion of this requirement.

All of the members of the student's guidance committee should be in attendance at the defense of the dissertation proposal. The date, time, and place for the defense of the dissertation proposal will be announced to the Broad School faculty ten days in advance of the event.

With the exception of doctoral dissertation research credits, all course work listed on the student's approved guidance committee report must be completed with grades reported before the student will be permitted to defend the dissertation proposal.

7. Complete a doctoral dissertation judged to be a satisfactory contribution to knowledge by the student's guidance committee and successfully defend the dissertation in an open meeting.

Academic Standards

A record of performance and action consistent with high professional standards is required of every degree candidate.

To be in good standing, a doctoral student must attain at least a 3.25 cumulative grade-point average by the end of the second semester of full-time enrollment and thereafter or, on the initiative of the department of the student's major field of concentration and with the approval of the Associate Dean for Academic Affairs, the student will be dismissed from the doctoral program.

A comprehensive appraisal of each doctoral student's performance is made annually by a review committee composed of faculty members in the department of the student's major field of concentration. The formal review must include the following areas: performance in course work and on comprehensive examinations, performance in teaching and/or other duties that might be required of a graduate assistant, participation in department colloquia, and progress toward the completion of degree requirements. As a result of the review and based upon college and department standards, one of the following actions will be taken: (1) the student will remain on regular status in the doctoral program, (2) the student will be placed on probationary status that is conditioned on specific improvements in performance, or (3) the student will be dismissed from the doctoral program. Copies of the results of the yearly appraisal will be provided to the student, the student's major field advisor, and the Associate Dean for Academic Affairs.

DEPARTMENT of ACCOUNTING and INFORMATION SYSTEMS

Vallabh Sambamurthy, Chairperson

UNDERGRADUATE PROGRAM

Knowledge of accounting methodology and its way of describing economic activity has long been a necessary part of education for careers in business. In most areas of business, accounting data are a fundamental source of information for purposes of decision making and control. The trained accountant is presented with wide opportunities for supervising, at a professional level, the

preparation and interpretation of business data for organization managers, regulators, and the public.

The objective of the accounting major is to prepare persons for careers in public accounting, financial management and information systems areas in private and public sector firms. Accounting is an excellent academic base for career development and for movement into corporate management. Many of Michigan State University's accounting graduates find employment with certified public accounting firms. These firms perform audits and issue opinions on financial reports, do tax planning and reporting, and provide a broad variety of accounting-related consulting services. Other accounting graduates are employed by private and public sector firms and governmental units. These accountants, while performing many functions, are primarily responsible for generating the financial, managerial and tax information needed to plan and control the firm's financial and operating activities. Local and state governments, the United States General Accounting Office, the Internal Revenue Service, and other agencies provide opportunities in government accounting.

The accounting degree program background is excellent preparation for students planning to study law, particularly if they intend to practice in taxation or corporation law.

The accounting student follows a rigorous course of study, which includes financial accounting theory and practice, individual and corporate income taxation, cost and managerial analysis, auditing concepts and issues, and accounting information systems. Upon completion of the accounting major, and coverage in government/fund accounting, a student is qualified to sit for the Uniform Certified Public Accountant (CPA) examination in Michigan.

Requirements for the Bachelor of Arts Degree in Accounting

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Accounting.
 The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
 The University's Tier II writing requirement for the Accounting major is met by completing Accounting 301 and 331. Those courses are referenced in item 3. a. below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

	CREDITS
a. Major Field of Concentration: All of the following courses with a minimum grade-point average of 2.00:	19
ACC 250 Preparing for an Accounting Career	1
ACC 300 Intermediate Financial Accounting I	3
ACC 301 Intermediate Financial Accounting II	3
ACC 321 Accounting Information Systems	3
ACC 341 Cost and Managerial Accounting	3
ACC 411 Auditing	3
ACC 331 Federal Income Tax Accounting	3
Students who plan to sit for the CPA Examination in Michigan must presently complete Accounting 308 (or its equivalent at another institution).	
Students may earn a maximum of 2 credits of internship or other work experience, in two distinct 1 credit enrollments, to count towards the Bachelor of Arts degree in Accounting.	

GRADUATE STUDY

The Department of Accounting and Information Systems offers a Master of Science degree program in Accounting. That program is described below.

In addition, the department offers a Doctor of Philosophy degree program with a major in Accounting. For information about that program, refer to the *Doctor of Philosophy* statement in the Broad College section.

ACCOUNTING

Master of Science

The Master of Science degree in Accounting is designed for persons who have completed, or will complete, the accounting courses or their equivalents that are required for the Bachelor of Arts degree in Accounting at Michigan State University. It provides an opportunity to develop in-depth knowledge in at least one specialty area of accounting and to complete courses in several related fields such as finance, management, supply chain management, entrepreneurship, marketing and communication. Flexibility is the key characteristic of this master's program. Each student's program of study is developed according to chosen professional objectives, complementary to prior academic work.

This degree is relevant for persons interested in positions in the Certified Public Accounting profession, with its specialty areas of assurance services and taxation, or in similar positions in industry, consulting firms, and government. The program develops the practice of accounting beyond the entry level addressed by the typical undergraduate accounting degree program. It demands superior technical accounting knowledge, especially in an accounting specialty area, and the ability to apply this knowledge to advance the goals of organizations. A professional accountant possesses strong analytical, writing and oral communication skills as well as well-developed interpersonal skills including the ability to work effectively with groups and to provide leadership.

There is increasing evidence that an undergraduate college degree may be insufficient to provide the breadth and depth of knowledge and skill development necessary for rapid advancement to leadership positions in business. Most states, including Michigan, have passed legislation requiring at least 150 semester hours of college education to obtain a Certified Public Accountant certification.

Students who complete the requirements for the Master of Science in Accounting degree and who have completed Accounting 308 (Governmental and Not-for-Profit Accounting) or its equivalent at another institution, fulfill the educational requirements for the Uniform Certified Public Accountant examination in Michigan and for the Certificate in Management Accounting Examination.

In addition to meeting the requirements of the university and of The Eli Broad College of Business and Graduate School of Management, students must meet the requirements specified below.

Admission

Applications for admission to the program may be submitted at any time. Completed applications should be received no later than two months prior to the desired start date. International applications should be submitted at least four months prior to the start date to allow time for international mail and visa processing. Early application is encouraged. Preference will be given to submissions received by the following dates: October 1, January 1, and March 1.

To be considered for admission to the program, applicants must:

1. Submit to the Program Director of the M.S. in Accounting program a completed M.S. in Accounting application packet that is available at <http://accounting.broad.msu.edu/welcome/ms/admissions/apply>.
2. Take the Graduate Management Admission Test (GMAT) and have scores submitted to the Master of Science in Accounting program. The test must be taken not more than five years prior to the submission of the application for admission to the program. Current Michigan State University accounting students with both an overall grade-point average and ju-

nior-senior level accounting course grade-point average of 3.25 are not required to take the GMAT.

The minimum standards for admission to the Master of Science degree in accounting are:

1. a bachelor's degree from a recognized educational institution.
2. a strong GMAT score.
3. a cumulative grade-point average of at least 3.0 for the last two years of the undergraduate program.
4. a grade-point average of at least 3.0 for any junior and senior level accounting courses taken as an undergraduate including at least intermediate-level financial accounting.

Admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission. The applicant's overall record is considered including letters of recommendation, the student's statement of objectives, work experience, extra curricular activities, and TOEFL scores (for international students). Admission is also subject to space availability.

Prior to enrollment in the Master of Science degree in Accounting, the student must have:

1. completed, with a grade of 3.0 (B) or higher, college-level courses in:
 - a. introductory calculus (covering integration and differentiation);
 - b. statistics (covering probability theory and distributions, descriptive statistics, sampling, estimation, and hypothesis testing).
2. a working knowledge of personal computers including word processing, spreadsheets, networking, and database management systems.

The program accepts qualified applicants whose undergraduate degree includes intermediate financial accounting, but does not include all of the accounting courses required for the Bachelor of Arts degree in Accounting from Michigan State University. Students who did not complete the accounting courses required for the Bachelor of Arts degree in Accounting from Michigan State University, or their equivalents, prior to enrolling in the Master of Science degree in Accounting, must contact the Program director to determine course deficiencies and must complete those courses while enrolled in the program. One 400-level accounting course may be counted toward the 15 additional credits in courses approved by the Program director.

A student who did not complete adequate course work in microeconomics, finance, marketing, management, and business law prior to enrolling in the Master of Science in Accounting program must complete study in any such area while enrolled in the program. Courses available include Economics 301, Finance 801, Marketing and Supply Chain Management 800 and 805, and General Business Law 451. Credits earned at the 400- or 800-level in meeting this requirement may be counted toward the requirements for the degree, although, in some circumstances the student may need to complete more than the 30 credits that are required for the degree. Students should contact the Program Director to determine course deficiencies.

Requirements for the Master of Science Degree in Accounting

A minimum of 30 credits, with a minimum cumulative grade-point average of 3.0, is required for the M.S. degree under Plan B (without thesis). At least 24 credits must be at the 800-level. The student's program of study must be approved by the Director of the Master of Science in Accounting.

CREDITS

1. Complete one of the following concentrations. Students must complete at least 15 credits in each concentration. Alternative courses can be substituted with the approval of the Director of the Master of Science in Accounting.
Financial Reporting and Assurance Services
 ACC 807 Financial Statement Analysis 3

BUSINESS

Department of Accounting and Information Systems

ACC 808	Contemporary Financial Reporting Decisions	3
ACC 814	Advanced Auditing	3
ACC 850	Accounting for Multiunit Enterprises	3
ACC 852	Corporate Governance and Accounting Control	3
Information Systems		
ACC 822	Analysis and Design of Enterprise Systems	3
ACC 823	Advanced Enterprise Database Systems	3
ACC 824	Governance and Control of Enterprise Systems	3
ACC 825	Object Oriented Business Information Systems	3
ACC 826	Enterprise Information Systems	3
Students who did not complete their undergraduate degree in accounting from Michigan State University also need to complete:		
ACC 821	Enterprise Database Systems	3
Management Accounting		
All of the following courses:		
ACC 841	Strategic Management Accounting	3
ACC 843	Operational Management Accounting	3
ACC 844	Management Accounting in Global Enterprises	3
Two of the following courses:		
ACC 807	Financial Statement Analysis	3
ACC 808	Contemporary Financial Reporting Decisions	3
ACC 850	Accounting for Multiunit Enterprises	3
ACC 852	Corporate Governance and Accounting Control	3
Taxation		
ACC 830	Tax Research	3
ACC 833	Federal Income Taxation of Corporations and Shareholders	3
ACC 834	Taxation of Gifts, Trusts and Estates	3
ACC 836	U.S. Taxation of Multinational Transactions	3
ACC 850	Accounting for Multiunit Enterprises	3

2. Electives.

Students must select at least 15 credits, of which 9 must be outside the accounting major. For students in the taxation, management accounting and financial reporting and assurance services concentrations, information systems courses are considered outside the accounting major. For students in the information systems concentration, all other accounting courses are considered outside the accounting major.

Students may select any Michigan State University 800-level course as an elective upon approval of the Director of the Master of Science Program in Accounting. A list of suggested elective courses that may meet students' educational objectives is available from the Director of the Master of Science Program in Accounting.

Upon completion of the requirements for the Master of Science degree in Accounting, the student should contact the Department of Accounting and Information Systems and request certification for the completion of the Accounting concentration. After the certification is approved by the chairperson of the department and the Dean of The Eli Broad Graduate School of Management, the Office of the Registrar will enter on the student's academic record the name of the concentration and the date that it was completed. This certification will appear on the student's transcript.

Academic Standards

Students who are enrolled in the Master of Science in Accounting degree program are expected to maintain: (1) a minimum grade–point average of 3.0 each semester, (2) a minimum cumulative grade–point average of 3.0, and (3) a grade–point average of at least 3.0 in courses constituting an area of specialty in accounting study.

The Director of the Program in Accounting monitors the progress of students who are enrolled in the Master of Science in Accounting degree program. A policy statement containing additional information relative to academic standards is available from the director.

A student who does not maintain a 3.0 grade–point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a 3.0 grade–point average; otherwise, dismissal from the program will result.

ACCOUNTING

Doctor of Philosophy

For information about the Doctor of Philosophy degree program with a major in Accounting, refer to the *Doctor of Philosophy* statement in the Broad College section.

CORPORATE ACCOUNTING

Master of Business Administration

For information about the Master of Business Administration degree program with a major in Corporate Accounting, refer to the *Master of Business Administration* statement in the Broad College section.

INFORMATION TECHNOLOGY MANAGEMENT

Master of Business Administration

For information about the Master of Business Administration degree program with a major in Information Technology Management, refer to the *Master of Business Administration* statement in the Broad College section.

DEPARTMENT of FINANCE

Naveen Khanna, Chairperson

UNDERGRADUATE PROGRAMS

The Department of Finance offers a Bachelor of Arts degree program with a major in finance.

Finance majors can concentrate in (1) corporate finance and (2) financial markets and institutions. The former involves the financing and investment activities of an organization as well as its governance, while the latter explores investment decisions, portfolio strategies and management, and market behavior. To ensure that they gain a broad perspective, students are advised to take courses in both areas and are required to take an integrative capstone course.

Qualified students are encouraged to pursue honors courses, study abroad programs, non-credit internship opportunities with national and international corporations, and cross-college specializations such as international business and entrepreneurship.

FINANCE

Finance encompasses business financial administration, management of financial institutions, investments, financial markets, and the management of risk. Business financial administration includes obtaining external funds in the money and capital markets, selecting and evaluating investment projects, coordinating the flow of funds from operations, and determining the benefits to be returned to suppliers of capital. An understanding of financial concepts and practices along with knowledge of the instruments and participants in the financial markets is vital to sound financial decision making.

The study of financial institutions involves analyzing the management of commercial banks, savings and loan associations, credit unions, insurance companies, and pension funds. The role of these institutions in the economy is examined. Financial policies and strategies in an increasingly competitive institutional marketplace are emphasized.

The field of investments involves the analysis and selection of securities with special emphasis on stocks and bonds. The role of

these instruments in portfolios of individuals and financial institutions is explored.

Financial markets represent the environment within which corporations, financial institutions, and investors create financial assets and liabilities. The nature of the various financial instruments is examined, as well as market innovations and structural changes.

The finance major includes a course in intermediate accounting in addition to courses in finance. The program provides a valuable foundation for initial employment and continued career development in business administration. Employment opportunities exist with industrial firms, public utilities, commercial banks, insurance companies, brokerage firms, credit unions, savings and loan associations, and agencies of local, state, and federal government.

Requirements for the Bachelor of Arts Degree in Finance

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Finance.
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
The University's Tier II writing requirement for the Finance major is met by completing Finance 414. That course is referenced in item 3. a. (1) below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

CREDITS

- a. Major Field of Concentration. A minimum grade-point average of 2.0 in the courses that are listed below. Students may elect to complete more than three of the courses that are listed in item 3. a. (2) below with the understanding that the grades earned in such courses will be included in the computation of the grade-point average of courses in the Major Field of Concentration.
 - (1) All of the following courses (9 credits):

ACC	305	Intermediate Accounting for Finance Majors	3
FI	312	Introduction to Investments	3
FI	414	Advanced Business Finance (W)	3
 - (2) Three of the following courses (9 credits):

FI	413	Management of Financial Institutions	3
FI	451	International Financial Management	3
FI	455	Computer Applications in Financial Modeling	3
FI	457	Security Analysis	3
FI	473	Debt and Money Markets	3
FI	478	Investment Strategies and Speculative Markets	3
FI	491	Topics in Finance	3

 Students may reenroll in Finance 491 for a maximum of 9 credits.

GRADUATE STUDY

The Department of Finance offers a Master of Business Administration degree program with a major in Finance. For information about that program, refer to the *Master of Business Administration* statement in the Broad College section.

The department also offers a Master of Science degree program in Finance. That program is described below.

In addition, the department offers a Doctor of Philosophy degree program with a major in Finance. For information about that program, refer to the *Doctor of Philosophy* statement in the Broad College section.

FINANCE

Master of Science

The Master of Science degree with a major in finance provides graduate-level financial training to individuals with career experience and an undergraduate degree in finance or a related field. The program is only available under Plan B (without thesis). The curriculum is flexible and allows students to choose courses that will meet their specific professional needs. Courses are offered in all of the major areas of finance including financial management, financial institutions, investments, and international finance.

Admission

To be considered for admission to the Master of Science degree in Finance an applicant must:

1. Submit to the Department of Finance a completed application packet that is available from the department.
2. Have an undergraduate degree from a recognized educational institution.
3. Have at least two-years of full-time work experience after earning the bachelor's degree.

Admission to the program is competitive and is based on the applicant's overall record. Although not required, it is recommended that students take either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) General Test. Strong scores on these tests raise the likelihood of admission. International students must take the Test of English as a Foreign Language (TOEFL).

In addition to meeting the requirements of the university and The Eli Broad College of Business and Graduate School of Management, students must meet the requirements specified below.

Requirements for the Master of Science Degree in Finance

The program is available under Plan B (without thesis). A total of 30 credits are required for the degree. The student's program of study must be approved the program director.

CREDITS

1. Complete one of the following courses: (3 credits):

FI	801	Managerial Finance	3
FI	980	Theory of Finance	3

 Students who pass a departmental waiver examination for Finance 801 or 980 will not be required to complete Finance 801 or 980.
2. Complete at least 15 credits of 800-900 level courses offered by the Department of Finance.
3. Complete at least 12 credits of courses in finance or in fields related to finance including other business disciplines, economics, statistics, and mathematics. At least 6 credits must be at the 800-level or above.
4. Pass a final certifying examination on the course work.

Academic Standards

Students must maintain a cumulative grade-point average of at least 3.25 in all graduate courses.

DEPARTMENT of MANAGEMENT

Robert M. Wiseman, Chairperson

UNDERGRADUATE PROGRAMS

The focus of management is the design, development, control, motivation, and operation of organized activities. At the individual level, it is concerned with topics such as employee motivation and performance, job satisfaction, and employee attitudes. At the interpersonal level, topics of interest include group behavior, leadership, negotiations, and human resource management strategies related to compensation, staffing, and employee development. At the firm level, topics include firm performance, strategic decision making, entrepreneurship, and executive behavior.

Basic subject matter includes the theory and principles of administration, organization, and motivation; decision and strategy; and human resource management. Students also gain foundational knowledge from business fields such as finance, account-

ing, marketing, and supply chain management through the required business administration core program. The management curriculum draws on a variety of fields—particularly psychology, sociology, economics, and statistics. Students in management are urged to take courses in these fields because many new developments in human resource management and strategic decision-making require mathematical and behavioral science tools.

Management majors follow one of two programs—either a program in general management which is broad in scope and aimed at developing the student’s grasp of management functions (planning, organizing, and decision-making) directed toward the management of one’s own business (e.g., entrepreneurship), or a program in human resource management that is more specialized in scope and focuses on staffing, training, development, and compensation.

GENERAL MANAGEMENT

The general management major allows students to explore courses from the several departments within the Broad College. Students enjoy a high degree of flexibility in selecting courses to satisfy the major field of concentration requirement. The student’s personal of study is designed within the context of the student’s personal, academic, and career goals.

Graduates of the general management program may seek entry-level positions in business and government which require a breadth of knowledge within the general field of business, as well as specific business-related skills.

Requirements for the Bachelor of Arts Degree in General Management

1. The graduation requirements of the University as described in the Undergraduate Education section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in General Management.
 The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
 The University’s Tier II writing requirement for the General Management major is met by completing General Business and Business Law 395H or Management 460. General Business and Business Law 395H is referenced in item 2. a. in the College’s statement on **Graduation Requirements for the Bachelor of Arts Degree in the majors that comprise the Business Administration Programs**. Management 460 is referenced in item 3. a. (1) below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

CREDITS

- a. Major Field of Concentration: A minimum grade–point average of 2.00 in courses in the Major Field of Concentration that consists of courses approved in advance by the student’s academic advisor and that must include:
 - (1) MGT 460 Capstone for Management Majors (W) 3
 - (2) Three courses at the 300–400 level from Accounting, Economics, Finance, General Business and Business Law, Management, and Marketing and Supply Chain Management, in addition to Management 460. Two of these three courses must be in different areas, excluding Management. Courses that are used to satisfy BUSINESS CORE PROGRAM requirements [referenced in item 2. of the College’s statement on *Graduation Requirements for the Bachelor of Arts Degree in the majors that comprise the Business Administration Programs*] may not be used to satisfy this requirement.

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With the advance approval of their academic advisors, students who wish to emphasize international business may meet the requirements for the Major Field of Concentration by completing General Business and Business Law 460, Management 460, and two additional 300–400 level courses with an international orientation. Such courses are offered in the departments of Economics, Finance, Management and Marketing and Supply Chain Management.

HUMAN RESOURCE MANAGEMENT

Human resource management majors focus on the management of human resources in organizations: on the role and development of the manager as a leader, and on the mission and specific functions of the human resources department.

Courses in the human resource management major, augmented by offerings in psychology, sociology, and economics, prepare the student for two broadly defined career paths. The first, a general managerial orientation designed to build skills in analyzing and effectively dealing with individuals in the work place, concentrates on topics of motivation, organization design, leadership, and development of interpersonal skills. The second orientation provides techniques essential to successful careers in human resources management. It stresses selection and training techniques, human resources planning, compensation, labor relations, and training and evaluation. Neither area is exclusive and exposure to both is often suggested.

Requirements for the Bachelor of Arts Degree in Human Resource Management

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 103 and 124 credits, including general elective credits, are required for the Bachelor of Arts degree in Human Resource Management.
 The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
 The University’s Tier II writing requirement for the Human Resource Management major is met by completing Management 460. That course is referenced in item 3. a. (1) below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

CREDITS

- a. Major Field of Concentration: A minimum grade–point average of 2.00 in the courses that are listed below: 15
 - (1) The following course (3 credits):
 - MGT 460 Capstone for Management Majors (W) 3
 - (2) Twelve credits from the following courses (12 credits):
 - MGT 411 Organizational Staffing 3
 - MGT 412 Compensation and Reward Systems 3
 - MGT 413 Personnel Training and Development 3
 - MGT 414 Diversity in the Workplace 3
 - MGT 418 Labor-Management Relations 3
 - MGT 475 Negotiation and Conflict Management 3
 - MGT 476 Globalization and International Management (D) 3
 - MGT 490 Independent Study 1 to 3
 - MGT 491 Special Topics in Human Resource Management 3

Students may elect to complete *more* than 3 of the courses that are listed in item 3.a.(2) above *with the understanding that the grades earned in such courses will be included in the computation of the grade–point average of courses in the Major Field of Concentration*.

GRADUATE STUDY

The Department of Management offers a Master of Business Administration degree program with a major in Human Resource Management. For information about that program, refer to the *Master of Business Administration* statement in the Broad College section.

In addition, the department offers Doctor of Philosophy degree programs with majors in Organizational Behavior–Human Resource Management and in Strategic Management. For information about those programs, refer to the *Doctor of Philosophy* statement in the Broad College section.

The department also offers a Master of Science degree in Management, Strategy, and Leadership.

MANAGEMENT, STRATEGY, AND LEADERSHIP

Master of Science

The Master of Science degree in Management, Strategy, and Leadership is designed to integrate management theories with applications to provide students with the intellectual and analytic skills demanded by aspiring general managers. The program combines the Broad School's commitment to excellence in management education with online accessibility.

The degree program is intended for working managers and available only online. Students will complete the program in 20 to 24 months. To allow flexibility, students may start in any semester and students may be admitted on a rolling basis. By using technology-based modules in all classes, the program offers much flexibility to students. All courses are facilitated by faculty to ensure intensive discussions and application of materials to student experiences. The flexible program incorporates hands-on activities designed to develop skills in leadership, decision making and strategic planning that are hallmarks of the Broad School's other graduate programs.

In addition to meeting the requirements of the university, The Eli Broad College of Business and Graduate School of Management, students must meet the requirements specified below.

Admission

To be admitted to the Master of Science degree in Management, Strategy, and Leadership, an applicant must:

1. Have at least three years of full-time managerial experience in a supervisory role in the private or public sector.
2. Have a bachelor's degree from a recognized educational institution.
3. Have an academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
4. Have a high degree of potential for advancement to an organizational leadership role.
5. Possess important personal and managerial attributes, such as intellectual curiosity, strong communication skills, maturity, openness to new ideas and change, leadership qualities, analytical thinking ability, perseverance, and an ability to lead and work in teams.
6. Have some background knowledge of and exposure to word processing, spreadsheets, and presentations.
7. Have access to a computer with a minimum configuration approved by the Department of Management.

Applicants to the program may compensate for deficiencies in their background by securing a strong score on the Graduate Management Admission Test (GMAT) or by providing other information that clearly demonstrates outstanding managerial competence and potential. Submitted GMAT scores must not be more than five years old, as measured relative to the date an application is submitted to the Management, Strategy, and Leadership program.

Students who are admitted to the program and placed into a non-credit preparatory module(s) deemed necessary by the program, may be required to participate in an introduction to faculty and the curriculum, analytic or quantitative analysis skills.

Requirements for the Master of Science Degree in Management, Strategy, and Leadership

The Master of Science degree in Management, Strategy, and Leadership is available online and only under Plan B (non-thesis). A total of 30 credits are required for the degree.

	CREDITS
1. Students must complete 30 credits from the following courses:	
MGT 801 Analyzing Your Organization	1
MGT 802 Strategic Analysis	1

MGT 803 Leadership Analysis	1
MGT 804 International Management	2
MGT 810 Human Resource Management for General Managers	3
MGT 814 Managing Diversity in the Workplace	2
MGT 817 Managing the Learning Organization	2
MGT 818 Talent Management and Development	2
MGT 822 Developing Reward and Compensation Systems	2
MGT 824 Developing Managerial Skills	2
MGT 840 Leadership and Team Management	2
MGT 850 Competitive and Business Strategy	2
MGT 856 Corporate Strategy	2
MGT 863 Negotiations	2
MGT 873 Strategic Decision Making	2
MGT 875 Change Management	2
MGT 881 Creating an Ethical Organization	2

- Other courses may be used to fulfill this requirement with department approval.
2. Completion of a final oral examination or evaluation.

GRADUATE CERTIFICATE IN HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

The Graduate Certificate in Human Resource Management and Development is designed to meet the needs of human resource managers and professionals from a wide variety of fields and backgrounds. This online certificate focuses on a broad spectrum of human resource concerns and issues for the future.

Admission

Students must:

1. have an undergraduate degree from a recognized institution.
2. have a cumulative undergraduate grade-point average of 3.0.
3. have one or more years of work experience.

Requirements for the Graduate Certificate in Human Resource Management and Development

	CREDITS
1. Complete all of the following courses (10 credits):	
MGT 810 Human Resource Management for General Managers	2
MGT 811 Fundamentals of Human Resources Staffing	2
MGT 817 Managing the Learning Organization	2
MGT 818 Talent Management and Development	2
MGT 822 Developing Reward and Compensation Systems	2
2. Students are expected to maintain a grade-point average of 3.0.	

GRADUATE CERTIFICATE IN LEADERSHIP AND MANAGING TEAMS

The Graduate Certificate in Leadership and Managing Teams focuses on the universal themes of managers from any organization: effective leadership and team management, negotiation, and organizational design and development. This online certificate is designed to meet the needs of working professionals from a wide variety of fields and backgrounds while focusing on a broad spectrum of skill sets including team design and dynamics, managing diversity, and creating an ethical organization.

Admission

Students must:

1. have an undergraduate degree from a recognized institution.
2. have a cumulative undergraduate grade-point average of 3.0.
3. have one or more years of work experience.

Requirements for the Graduate Certificate in Leadership and Managing Teams

	CREDITS
1. Complete all of the following courses (10 credits):	
MGT 814 Managing Diversity in the Workplace	2
MGT 824 Developing Managerial Skills	2

BUSINESS

Department of Management

MGT 840	Leadership and Team Management	2
MGT 863	Negotiations	2
MGT 881	Creating an Ethical Organization	2

2. Students are expected to maintain a grade-point average of 3.0.

GRADUATE CERTIFICATE IN STRATEGIC MANAGEMENT

The Graduate Certificate in Strategic Management is designed to develop experienced professionals into resourceful and knowledgeable leaders who can define strategies and guide organizations. This online certificate program is designed to meet the needs of working professionals from a wide variety of fields and backgrounds.

Admission

Students must:

1. have an undergraduate degree from a recognized institution.
2. have a cumulative undergraduate grade-point average of 3.0.
3. have one or more years of work experience.

Requirements for the Graduate Certificate in Strategic Management

		CREDITS
1.	Complete all of the following courses (10 credits):	
	MGT 804 International Management	2
	MGT 850 Competitive and Business Strategy	2
	MGT 856 Corporate Strategy	2
	MGT 873 Strategic Decision Making	2
	MGT 875 Change Management	2

2. Students are expected to maintain a grade-point average of 3.0.

DEPARTMENT of MARKETING

R. Dale Wilson, Chairperson

UNDERGRADUATE PROGRAMS

The Department of Marketing provides undergraduate education in marketing. Instruction in this field is designed to provide an understanding of the concepts necessary for performance in managerial positions as well as entry level positions in profit and nonprofit organizations.

Each program of study is structured to offer sequential study useful for broad personal and professional development. The required courses are designed to provide necessary understanding, integration, and skill development, while specialty courses offer students concept applications to meet varied interests and career paths. In addition, emphasis is placed on broad communication skills, quantitative analysis skills, and integration of concepts covered with other fields of study.

MARKETING

The Marketing program at Michigan State University is known for producing managers who can manage and lead the marketing function at for profit nonprofit organizations. The marketing program is designed to help students understand business activities such as identifying customer needs through market research, segmenting markets, targeting and positioning products and services, new product management, making the product or service

available to customers, and communicating the benefits of the product or service to customers. The marketing program provides an opportunity for students to develop the analytical, planning, implementation, and process control skills necessary for rewarding careers in marketing management , marketing strategy and marketing research.

Requirements for the Bachelor of Arts Degree in Marketing

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Marketing.
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
The University's Tier II writing requirement for the Marketing major is met by completing Marketing 460. That course is referenced in item 3. a. (1) below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

		CREDITS
a.	Major Field of Concentration: A minimum grade-point average of 2.00 in the courses that are listed below:	15
	(1) All of the following courses (9 credits):	
	MKT 302 Consumer and Organizational Buyer Behavior	3
	MKT 319 Marketing Research	3
	MKT 460 Marketing Strategy (W)	3
	(2) Six credits from the following courses:	
	MKT 313 Personal Selling and Buying Processes	3
	MKT 351 Retail Management	3
	MKT 383 Sales Management	3
	MKT 410 Product Innovation and Management	3
	MKT 415 International Marketing Management	3
	MKT 420 New Product Design and Development	3
	MKT 490 Independent Study	1 to 3
	MKT 490H Honors Independent Study	1 to 3
	MKT 491 Special Topics in Marketing	3

Students may elect to complete *more* than 6 credits from the courses that are listed in item 3. a. (2) above *with the understanding that the grades earned in such courses will be included in the computation of the grade-point average of courses in the Major Field of Concentration.*

LINKED BACHELOR'S-MASTER'S DEGREE IN MARKETING RESEARCH

Bachelor of Arts Degree in Marketing
Master of Science Degree in Marketing Research

The department welcomes applications from Michigan State University Marketing undergraduate students in their junior and senior year. Admission applications must be made during the prior spring semester for an anticipated spring graduation or the prior fall semester for an anticipated fall graduation to allow admission before the final semester as a Marketing undergraduate. Admission to the program requires a minimum undergraduate grade-point average of 3.5, completion of the required prerequisites for the master's program and an approved program of study for the Master of Science degree in Marketing Research at the time of admission. Admission to the Linked Bachelor's-Master's program allows the application of up to 9 credits toward the master's program for qualifying 400-level and above course work taken at the undergraduate level at Michigan State University or an external accredited institution. The number of approved credits, not to exceed 9, are applied toward the credit requirement of the master's degree. Credits applied to the Linked Bachelor's-Master's program are not eligible to be applied to any other graduate degree program.

GRADUATE STUDY

The Department of Marketing offers Master of Business Administration degree programs with a concentration in Marketing. For information about this program, refer to the *Master of Business Administration* statement in the Broad College section.

In addition, the department offers a Doctor of Philosophy degree program with a major in Marketing. For information about this program, refer to the *Doctor of Philosophy* statement in the Broad College section.

The department also offers a Master of Science degree in Marketing Research and a Graduate Specialization in Business Concepts for Environmental Sustainability and Conservation.

MARKETING RESEARCH

Master of Science

The Master of Science degree in Marketing Research prepares individuals for careers in marketing research and is designed to develop consulting, project management, and technical research skills. This degree program is available under Plan B (without thesis) and may be completed in one calendar year including course work and a summer-session internship.

In addition to meeting the requirements of the University and of the Eli Broad College of Business and Graduate School of Management, students must meet the requirements specified below.

Admission

To be considered for admission to the Master of Science degree in Marketing Research, an applicant must:

1. Submit to the Department of Marketing a completed application for graduate study that is available online from the Office of Admissions.
2. Have a bachelor's degree from a recognized educational institution.
3. Have a grade-point average of at least 3.00 in the last two years of undergraduate work.
4. Take the Graduate Management Admission Test (GMAT) and have the scores submitted to the Master of Science in Marketing Research program. The test must be taken within the time frame specified by GMAT. For students with a science or social science background, the GRE may be substituted.
5. Have some marketing research experience.

Admission to the program is competitive and subject to space availability. Admission is for spring term only. Meeting the minimum standards above does not guarantee admission. The applicant's overall record is considered including letters of recommendation, the student's statement of objectives, work experience, extra-curricular activities, and Test of English as a Foreign Language (TOEFL) scores for international students.

Prior to enrollment in the Master of Science degree in Marketing Research, the student must have:

1. Completed, with a grade of 3.00 (B) or higher, college-level courses in:
 - a. introductory calculus, covering integration and differentiation;
 - b. statistics, covering probability theory and distributions, descriptive statistics, sampling, estimation, and hypothesis testing.

2. A working knowledge of personal computers including word processing, spreadsheets, networking, and database management systems.
3. A basic understanding of accounting, finance, marketing, and the management of people.
4. A laptop computer.

Requirements for the Master of Science Degree in Marketing Research

The Master of Science degree in Marketing Research is available under Plan B (non-thesis). A total of 34 credits is required for the degree. The student's program of study must be approved by the program director.

		CREDITS
1.	All of the following courses:	
	MKT 412 Marketing Technology and Analytics	3
	MKT 805 Marketing Management	3
	MKT 806 Marketing Analysis	3
	MKT 807 Customer-Driven Strategies	3
	MKT 819 Advanced Marketing Research	3
	MKT 856 Consulting Practicum in Marketing	3
	MKT 861 Marketing Research Strategy and Analysis	6
	MKT 865 Emerging Topics in Business	6
	MKT 890 Independent Study	4
2.	Successfully complete a final examination or evaluation.	

GRADUATE SPECIALIZATION IN BUSINESS CONCEPTS FOR ENVIRONMENTAL SUSTAINABILITY AND CONSERVATION

The Graduate Specialization in Business Concepts for Environmental Sustainability and Conservation provides graduate students the opportunity to explore and understand the relationship between principles and practices of business and environmental sustainability and conservation of our natural resources. The specialization provides students with an awareness of the challenges of environmental sustainability in today's complex world as well as an understanding of appropriate business management tools needed to address these issues.

The specialization is available as an elective to students who are enrolled in master's or doctoral degree programs at Michigan State University. With the approval of the department and college that administers the student's degree program, the courses that are used to satisfy the specialization may also be used to satisfy the requirements for the masters' or doctoral degree. The student's program of study must be approved by the advisor for the specialization.

Requirements for the Graduate Specialization in Business Concepts for Environmental Sustainability and Conservation

The student must complete 12 credits from the following:

		CREDITS
1.	All of the following courses:	
	FW 885 Leadership in Natural Resources and Environmental Management	3
	MKT 805 Marketing Management	3
	MKT 859 Venture Management Practicum	3
	SCM 800 Supply Chain Management	3
	Course substitutions are possible with approval of the advisor for the specialization.	

DEPARTMENT of SUPPLY CHAIN MANAGEMENT

David Closs, Chairperson

The Department of Supply Chain Management provides undergraduate education in supply chain management which includes the business functions of purchasing, manufacturing, production, inventory management, warehousing, transportation, and customer service. Instruction in these fields is designed to provide an understanding of the concepts necessary for performance in managerial positions as well as entry-level positions in profit, nonprofit, and government organizations.

The supply chain management program of study is structured to offer sequential study useful for broad personal and professional development. The required courses are designed to provide necessary understanding, integration, and skill development. Specialty courses offer opportunities to apply concepts in accordance with student interests and prospective career paths. Emphasis is placed on broad communication skills, quantitative analysis skills, and integration of concepts covered with other fields of study.

Qualified students are encouraged to pursue honors courses, overseas programs, and non-credit internship experiences with national and international corporations.

UNDERGRADUATE PROGRAM

SUPPLY CHAIN MANAGEMENT

The Bachelor of Arts degree program in supply chain management focuses on the integration of value-adding components from manufacturing operations, purchasing, transportation, and physical distribution that are critical to the enhancement of global competitiveness. The objectives of the program are to provide students with a comprehensive background in each of the broad areas referenced above and to allow them to pursue concentrations within their areas of interest.

Students in the supply chain management program complete courses designed to develop specific skills in the planning and control of the value-creating processes in private and public enterprises. These processes include manufacturing systems and their management; product and material movement systems; and purchasing the materials, products, and services needed to produce the firm's output and managing their flows through the organization. Students may select such areas of study as physical distribution system design and administration, purchasing techniques and strategies, computer integrated manufacturing, and manufacturing strategies.

Requirements for the Bachelor of Arts Degree in Supply Chain Management

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Supply Chain Management.
 The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
 The University's Tier II writing requirement for the Supply Chain Management major is met by completing Supply Chain Management 470. That course is referenced in item 3. a. below.
- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.

3. The following requirements for the major:	CREDITS
a. Major Field of Concentration: A minimum grade-point average of 2.00 in courses taken for the major:	15
(1) All of the following courses (11 credits):	
SCM 371 Procurement and Supply Management.	3
SCM 372 Manufacturing Planning and Control.	3
SCM 373 Logistics and Transportation Management.	3
SCM 470 Supply Chain Application and Policy (W)	2
(2) Complete an additional 4 credits from an approved list of courses available from the department.	

GRADUATE STUDY

The Department of Supply Chain Management offers Master of Business Administration degree programs with a major in Supply Chain Management and a Master of Science degree in Supply Chain Management. For information about the M.B.A. program refer to the *Master of Business Administration* statement in the Broad College section.

SUPPLY CHAIN MANAGEMENT

The Master of Science in Supply Chain Management is available through the Eli Broad Graduate School of Management. The program is completed in a series of two-week sessions in residence, e-learning modules, and a case study that applies learned material. The e-learning courses are supported by group activities during the in-residence sessions. Students in the program must complete the required courses in the defined sequence.

The program is designed for individuals with an undergraduate degree plus a minimum of three years of related experience. All students are expected to maintain full-time employment throughout the program. The program is specifically designed to prepare students for advancement in supply chain management-related careers in management, consulting, supplier business development, and supply chain management software support. The program provides an understanding of the role the supply chain manager can play in an enterprise supply chain and overall strategy and exposes students to leading supply chain management operating practices, analysis methods, technology applications, and strategy development.

Admission

To be considered for admission to the program, an applicant must:

- Submit to the Department of Supply Chain Management a completed application packet that is available from the department.
- Have an undergraduate degree and a minimum of three years related experience.
- Have a grade-point average of at least 3.0 in the last two years of undergraduate work.
- Receive a written commitment from the student's employer for release time for each module.

Admission to the program is competitive. Meeting the minimum standards does not guarantee admission. Admission decisions are based on the applicant's overall record, including previous academic work, work experience, job responsibilities, extra-curricular activities, references, and demonstrated potential for graduate and professional success. It is expected that all candidates will have an introductory awareness of statistics, accounting, finance, marketing, and human resource management, and a working knowledge of software for word processing, spreadsheets, presentations, and data-based management systems. Each student is expected to have a laptop computer with a minimum configuration approved by the program office.

Requirements for the Master of Science Degree in Supply Chain Management

A total of 36 credits are required for the degree under Plan B (without thesis). The student must meet the requirements as specified below:

			CREDITS
1.	Both of the following courses (6 credits):		
	SCM 870	Introduction to Supply Chain Management I	3
	SCM 879	Supply Chain Management – Strategy and Applications	3
2.	Complete 30 credits of electives as approved by the student’s guidance committee:		
	COM 874	Communication in Supply Chain Management	2
	MGT 863	Negotiations	1 or 2
	MGT 875	Change Management	2
	SCM 848	Analysis of Supply Markets and Suppliers	2
	SCM 866	Railway Business Management	3
	SCM 867	Railway Operations Management	3
	SCM 871	Applied Data Analysis	3
	SCM 872	Distribution Fulfillment	2
	SCM 874	Total Quality Management and Lean Enterprise	3
	SCM 875	Manufacturing Planning and Control	2
	SCM 876	Logistics Operations, Methods, and Systems	2
	SCM 877	Supply Chain Management Information Technology	2
	SCM 878	Logistics Systems Analysis	2
	SCM 881	Global Supply Chain Management	3
	SCM 882	Supply Chain Management Field Study	5
	SCM 883	Technology and Product Innovation Management	2
	SCM 886	Strategic Sourcing	2
	SCM 893	Operations Strategy	2
	SCM 894	Supply Chain Inventory Management	3
3.	Successful completion of a final evaluation.		

Academic Standards

Students are expected to (1) maintain a minimum grade-point average of 3.0 for each program residency module, (2) maintain a minimum cumulative grade-point average of 3.0, and (3) complete all courses listed on the Candidacy Form. A student’s academic progress will be monitored by the director of the master’s program in supply chain management or his/her delegate.

A student who does not maintain a cumulative 3.0 grade-point average for two consecutive residency modules will be placed on final probation. Students will be given the next two residency modules to achieve a cumulative 3.0 grade-point average; otherwise, dismissal from the program will normally occur.

THE SCHOOL of HOSPITALITY BUSINESS

Ronald F. Cichy, Director

The vision of The School of Hospitality Business is to be the recognized leader in hospitality business education, research and service. The School of Hospitality Business was established in 1927, and in 1944 became the first hospitality program to be housed in a collegiate school of business.

As part of a larger service economy, the hospitality industry offers a wide range of career possibilities. Individuals who combine their college education with their work experience to advance their careers will lead and shape the hospitality industry in the future.

Careers in the hospitality industry are exciting, fast-paced, and varied. The School of Hospitality Business prepares students to enter management positions in lodging, food service, consulting, event planning, human resources, information systems, marketing, real estate investment management, and sales. Hospitality Business graduates find opportunities in venues such as hotels, restaurants, resorts, casinos, cruise lines, clubs as well as in sports and entertainment.

Because of its industry-specific status within the Broad College of Business, The School of Hospitality Business curriculum is

driven by the hospitality industry and is delivered by faculty leaders who teach the discipline and also conduct research. The curriculum emphasizes managerial leadership, and is designed to develop theoretical and technical knowledge as well as techniques of leadership. Our graduates are equipped to face the challenges in this industry, which include operations, finance, accounting, marketing, human resources, information systems, law, production, and facilities.

UNDERGRADUATE PROGRAM

The undergraduate major in hospitality business blends hospitality business operations and fundamental areas such as accounting, finance, and marketing applied to hospitality business. Substantial work experience in the hospitality industry is required for hospitality business majors. Each student must complete 800 hours of work experience (400 hours in a Level I Internship and 400 hours in a Level II Internship). The internships must have the prior approval of the Student and Industry Resource Center Director. The Level I Internship must be completed prior to enrollment in Hospitality Business 307 and both internships Level I and Level II) must be completed prior to enrollment in Hospitality Business 401.

Students who are enrolled in the bachelor’s degree program in The School of Hospitality Business may elect the Specialization in Hospitality Business Real Estate and Development. For additional information, please refer to the *Specialization in Hospitality Business Real Estate and Development* statement below or visit www.msu.edu/shb.

Students who are enrolled in the bachelor’s degree program in The School of Hospitality Business may elect the Specialization in Food Processing and Technology. For additional information, refer to the *Specialization in Food Processing and Technology* statement in the *Department of Food Science and Human Nutrition* statement in the *College of Agriculture and Natural Resources* section of this catalog.

Admission

Enrollment in The School of Hospitality Business is limited, and admission is competitive. Those seeking admission must meet the minimum criteria below.

1. Completion of at least 56 credits acceptable to The School of Hospitality Business and an academic record that meets the requirements of Academic Standing of Undergraduate Students.
2. Completion of at least four of the following Business core courses: Mathematics 103, Economics 201 and 202, Accounting 201, Computer Science and Engineering 101 or Statistics and Probability 201.
3. Completion of at least two of the following hospitality business core courses: Hospitality Business 237, 265, or 267.
4. Admission decisions are based primarily on the student’s cumulative university grade-point average, business core grade-point average from the completed business core courses listed above, and hospitality business grade-point average from the completed hospitality business core courses listed above. The completed application requires a statement of intent and goals, as well as documented work experience and membership and involvement in service activities where applicable.

To be considered for fall semester admission, a student must declare Hospitality Business as a major by the preceding April 15.

To be considered for spring semester, a student must declare Hospitality Business as a major by the preceding November 15.

BUSINESS
The School of Hospitality Business

Students seeking admission to The School of Hospitality Business should contact The School's undergraduate academic advising staff.

Requirements for the Bachelor of Arts Degree in Hospitality Business

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Hospitality Business.

The completion of Mathematics 103 referenced in item 2. a. (1) below partially satisfies the University mathematics requirement.

The completion of Statistics and Probability 201 referenced in item 2.a.(1) satisfies the University mathematics requirement.

The University's Tier II writing requirement for the Hospitality Business major is met by completing Hospitality Business 489. Those courses are referenced in item 2. b. below.

2. The following requirements for the major:

		CREDITS
a.	Core Program:	21 or 22
	(1) All of the following courses (15 credits):	
	ACC 201 Principles of Financial Accounting	3
	CSE 101 Computing Concepts and Competencies	3
	EC 201 Introduction to Microeconomics	3
	EC 202 Introduction to Macroeconomics	3
	MTH 103 College Algebra	3
	(2) One of the following courses (3 or 4 credits):	
	STT 200 Statistical Methods	3
	STT 201 Statistical Methods	4
	(3) One of the following courses (3 credits):	
	COM 100 Human Communication	3
	COM 225 An Introduction to Interpersonal Communication	3

Higher levels and associated courses of Mathematics 103 and Statistics and Probability 200 or 201 are acceptable for core program requirements.

Students who place into Statistics 201 with a designated score on the Michigan State University mathematics services placement exam and successfully complete Statistics 201 will not be required to complete Mathematics 103.

Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.

	b. Major Field of Concentration: All of the following courses with a minimum grade-point average of 2.00:	40
	HB 105 Service Management Principles	2
	HB 201 Hospitality Business Professional Development I	1
	HB 237 Management of Lodging Systems	3
	HB 265 Food Management: Safety and Nutrition	3
	HB 267 Management of Food and Beverage Systems	3
	HB 302 Hospitality Managerial Accounting	3
	HB 307 Hospitality Human Resources	3
	HB 311 Hospitality Finance	3
	HB 337 Hospitality Information Systems	3
	HB 345 Quantity Food Production Systems	3
	HB 349 Facilities Maintenance and Systems	3
	HB 375 Hospitality Marketing	3
	HB 401 Hospitality Business Professional Development II	1
	HB 447 Hospitality Business Law	3
	HB 489 Hospitality Business Strategy (W)	3

Students must complete first-level 400-hour internship/professional work experience prior to enrollment in Hospitality Business 307. Students must complete first-and second-level 400-hour internship/professional work experience prior to enrollment in Hospitality Business 401.

	c. Two of the following required electives (6 credits):	
	HB 482 Advanced Hospitality Finance	3
	HB 485 Hospitality Food Service Operations	3
	HB 486 Advanced Hospitality Marketing	3
	d. One of the following international electives (3 credits):	
	EC 340 Survey of International Economics	3
	HB 460 International Lodging Development and Management	3

A language, study abroad course, or other international course as approved by the student's academic advisor (3 to 5 credits)

	e. A minimum of 12 credits in specialized electives selected from the following:	
	HB 100 Introduction to Hospitality Business	2
	HB 210 Introduction to the Casino Industry	3
	HB 320 Casino Operations and Management	3
	HB 321 Club Operations and Management	3
	HB 345L Quantity Food Production Systems Laboratory	1
	HB 347 The Foodservice Distribution Channel	3
	HB 358 Hospitality Business Ownership	3
	HB 370 Hospitality Business v-Commerce	3
	HB 376 Hospitality Sales Process	3
	HB 380 Meeting and Event Planning and Management	3
	HB 382 Hospitality Business Real Estate Development	3
	HB 405 Advanced Management of Food and Beverage Systems	3

HB 409	Introduction to Wine	3
HB 411	Hospitality Beverages	3
HB 415	Managing Quality in Hospitality Businesses	3
HB 451	Emerging Leadership	3
HB 458	Advanced Hospitality Business Ownership	3
HB 460	International Lodging Development and Management	3
HB 473	Hospitality Industry Research	3
HB 482	Advanced Hospitality Finance	3
HB 485	Hospitality Food Service Operations	3
HB 486	Advanced Hospitality Marketing	3
HB 490	Independent Study	1 to 6
HB 491	Current Topics in Hospitality Business	3 to 6

Courses that are used to satisfy requirements referenced in item c. may not be used to satisfy this requirement.

SPECIALIZATION IN HOSPITALITY BUSINESS REAL ESTATE AND DEVELOPMENT

The Specialization in Hospitality Business Real Estate and Development will address the needs of multiple student audiences with the purpose of supplementing their core degree to increase their professional skills and career options. The specialization may especially benefit students in community, agriculture, recreation and resource studies; construction management; finance; hospitality business; landscape architecture; and urban and regional planning.

The specialization, which is administered by The School of Hospitality Business, is available as an elective to students who are enrolled in bachelor's programs at Michigan State University. With the approval of the department or school and college that administers the student's degree program, courses that are used to satisfy the requirements for the specialization may also be used to satisfy the requirements for the bachelor's degree program. The student's program of study must be approved by the Director of the Specialization in Hospitality Business Real Estate and Development.

Admission

Students seeking admission must contact the Coordinator of Academic Student Services in The School of Hospitality Business, and complete an application for admission. To be considered for admission, a student must have been formally accepted as a junior to a degree program. To be successful in the program, students are strongly encouraged to have completed Accounting 201, Economics 201 and 202, and the university mathematics requirement. Students are encouraged to apply at the time they reach junior standing.

Requirements for the Specialization in Hospitality Business Real Estate and Development

	Students must complete all of the following courses (22 credits):	CREDITS
CMP 325	Real Estate Principles and Construction Finance	4
EC 330	Money, Banking, and Financial Markets	3
HB 311	Hospitality Finance	3
HB 349	Facilities Maintenance and Systems	3
HB 382	Hospitality Business Real Estate Development	3
HB 482	Advanced Hospitality Finance	3
HB 490	Independent Study	3

GRADUATE STUDY

The School of Hospitality Business offers four options for graduate study: The Michael L. Minor Master of Science in Foodservice Business Management, a Master of Science degree in Hospitality Business Management, a Graduate Specialization in Hospitality Business, and an elective component in hospitality business in the Master of Business Administration degree program.

Master of Business Administration

The majority of Master of Business Administration degree graduates with a major in hospitality business enter the hospitality industry in management positions, in corporate staff positions, in consulting positions, or as teachers in hospitality management programs at the secondary, or two-year or four-year college, level.

Students who have had less than six months of full-time work experience in the hospitality industry prior to enrolling in the program must complete 400 hours of approved professional work experience while enrolled in a collateral course: HB 454 Professional Work Experience II (W).

In addition to meeting the requirements of the University and of the Broad School, students must meet the requirements for the Hospitality Business Major Field of Concentration specified below.

CREDITS

1. Complete a minimum of four courses (12 credits) including:
 - a. The following course:

HB	885	Seminar in Food and Beverage Systems Management	3
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 - b. Three of the following courses (9 credits):

HB	807	Workforce Management in the Hospitality Industry	3
HB	837	Hospitality Computer Information Systems	3
HB	875	Marketing in the Hospitality Industry	3
HB	882	Financial Management in the Hospitality Industry	3
HB	890	Independent Study	3

FOODSERVICE BUSINESS MANAGEMENT

Master of Science

The Chef Michael L. Minor Master of Science degree program with a major in Foodservice Business Management is available only under Plan B (without thesis). The master's program in foodservice business management contains a core of functional courses in hospitality business and related disciplines. Curriculum flexibility encourages the design of individualized programs of study which meet the specific professional needs of each student. It can help individuals prepare for doctoral study and a career in hospitality business education, or for the intricacies of foodservice industry operations, or for a corporate career path. The student must plan a program with The School of Hospitality Business Graduate Programs Coordinator before enrolling in the program.

In addition to meeting the requirements of the university, students must meet the requirements specified below.

Admission

To be considered for admission to the Chef Michael L. Minor Master of Science in Foodservice Business Management an applicant must:

1. submit scores on the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT).
2. have official transcripts of all previous academic work sent to The School of Hospitality Business Graduate Programs Coordinator.

In addition to prior academic preparation, the applicant's scores GRE or GMAT scores, and the undergraduate grade-point average will be considered in the admissions decision. Applicants must also have completed at least one year of professional work experience. Students with limited academic preparation in the hospitality field may be required to complete collateral courses which will serve as prerequisites for required courses. These courses will not count towards requirements for the degree.

In addition to meeting the requirements of the university and The Eli Broad College of Business and The Eli Broad Graduate School of Management, students must meet the requirements specified below.

Requirements for the Chef Michael L. Minor Master of Science Degree Program in Foodservice Business Management

The student must complete a total of 36 credits under Plan B (without thesis). The student's program of study must be approved by the graduate program coordinator and must include:

CREDITS

1. All of the following courses (21 credits):

CEP	822	Approaches to Educational Research	3
HB	807	Workforce Management in the Hospitality Industry	3
HB	837	Hospitality Computer Information Systems	3
HB	875	Marketing in the Hospitality Industry	3
HB	882	Financial Management in the Hospitality Industry	3
HB	885	Hospitality Business Research	3
MSC	800	Supply Chain Management	3
2. One of the following courses (3 credits):

LIR	863	Law of Labor Management Relations	3
LIR	868	Employment Law	3
3. Complete 9 credits of elective courses as approved by the Graduate Programs Coordinator. These courses are based on the specific academic interests of the student. Course work is typically selected from the following disciplines: food science; human nutrition and foods; or other disciplines. Students must meet the prerequisites for all elective courses.
4. Complete 3 credits of hospitality field study course work focusing on a project related to the student's major approved by the student's academic advisor.
5. Pass a final written comprehensive examination or evaluation.

Academic Standards

To remain in the program and earn a Master of Science degree in Foodservice Business Management, a student must:

1. Maintain a minimum grade-point average of 3.0 each semester.
2. Maintain a cumulative minimum grade-point average of 3.0.

HOSPITALITY BUSINESS MANAGEMENT

Master of Science

The Master of Science degree in Hospitality Business Management is available only under Plan B (without thesis). The program contains a core of functional courses in hospitality business and related disciplines. Curriculum flexibility encourages the design of individualized programs of study which meet the specific professional needs of each student. Graduates of this program seek employment opportunities in corporate-level positions within hospitality companies, consulting firms, or other service organizations. The student must discuss the planned program with The School's Graduate Programs Coordinator before enrolling in the program.

Admission

To be considered for admission to the Master of Science degree in Hospitality Business Management an applicant must:

1. submit scores on the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT).
2. have official transcripts of all previous academic work sent to The School of Hospitality Business Graduate Programs Coordinator.

In addition to prior academic preparation, the applicant's scores GRE or GMAT scores, and the undergraduate grade-point average will be considered in the admissions decision.

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sion. Applicants must also have completed at least one year of professional work experience. Students with limited academic preparation in the hospitality field may be required to complete collateral courses which will serve as prerequisites for required courses. These courses will not count towards requirements for the degree.

In addition to meeting the requirements of the university and The Eli Broad College of Business and The Eli Broad Graduate School of Management, students must meet the requirements specified below.

Requirements for the Master of Science Degree in Hospitality Business Management

The program is available under Plan B (without thesis). A total of 36 credits are required for the degree. The student's program of study must be approved by the graduate program coordinator.

	CREDITS
1. All of the following courses (21 credits):	
CEP 822 Approaches to Educational Research	3
HB 807 Workforce Management in the Hospitality Industry	3
HB 837 Hospitality Computer Information Systems	3
HB 875 Marketing in the Hospitality Industry	3
HB 882 Financial Management in the Hospitality Industry	3
HB 885 Hospitality Business Research	3
MSC 800 Supply Chain Management	3
2. One of the following courses (3 credits):	
LIR 863 Law of Labor Management Relations	3
LIR 868 Employment Law	3
3. Complete 9 credits of elective courses as approved by the Graduate Programs Coordinator. These courses are based on the specific academic interests of the student. Course work is typically selected from the following disciplines: hospitality business; management; marketing; supply chain management; communications; advertising; labor and industrial relations; community, agriculture, recreation and resource studies; or other disciplines. Students must meet the prerequisites for all elective courses.	
4. Complete 3 credits of hospitality business field study course work focusing on a project related to the student's major approved by the student's academic advisor.	
5. Pass a final written comprehensive examination or evaluation.	

Academic Standards

To remain in the program and earn a Master of Science degree in Hospitality Business Management, a student must:

1. Maintain a minimum grade-point average of 3.0 each semester.

2. Maintain a cumulative minimum grade-point average of 3.0.

SPECIALIZATION IN HOSPITALITY BUSINESS

The Graduate Specialization in Hospitality Business is designed to provide the growing field of hospitality business education and research with individuals who possess the theoretical knowledge, research skills, and hospitality business course work necessary to advance hospitality education.

The Graduate Specialization in Hospitality Business is administered by The School of Hospitality Business within The Eli Broad College of Business and Graduate School of Management and is available as an elective for students who are enrolled in master's or doctoral degree programs outside of The Eli Broad College of Business and Graduate School of Management at Michigan State University. Students who are interested in the specialization should contact the Graduate Programs Coordinator in The School of Hospitality Business and provide a statement regarding the relevance and usefulness of the specialization for them and their major program of study.

With the approval of the department or school and college that administers the student's degree program, courses that are used to satisfy the requirements for the specialization may also be used to satisfy the requirements for the master's or doctoral degree. The student's program of study must be approved by the Graduate Programs Coordinator and the Director of The School of Hospitality Business.

Requirements for the Graduate Specialization in Hospitality Business

	CREDITS
The student must:	
1. Complete four of the following courses (12 credits):	
HB 801 Seminar in Hospitality Business	3
HB 802 Hospitality Operations	3
HB 807 Workforce Management in the Hospitality Industry	3
HB 837 Hospitality Computer Information Systems	3
HB 875 Marketing in the Hospitality Industry	3
HB 882 Financial Management in the Hospitality Industry	3
HB 885 Hospitality Business Research	3
2. Complete the following course (3 credits):	
HB 890 Independent Study	3
3. Complete a research paper that reflects the integration of the student's discipline and hospitality business.	