SUBCOMMITTEE C – AGENDA

Via Teams
January 15, 2026
1:30 p.m.

PART I – NEW ACADEMIC PROGRAMS AND PROGRAM CHANGES

COLLEGE OF ARTS AND LETTERS

1. Request to change the **Graduation Requirements for the Bachelor of Arts** degree in the **College of Arts and Letters**.

    a. Under the heading **Graduation Requirements for the Bachelor of Arts Degree in the College of Arts and Letters** make the following changes:

    (1) Replace item 2. e. with the following:

    Experiential Education requirement:
    (1) Students must earn a minimum of 3 credits in one of the following experiential education options through an associated course approved by the College. Students may complete the requirement in one course of 3 credits or can complete it in two or three courses of 1 or 2 credits.
        (a) **Internships** (Minimum of 3 credits)
        The internship must include a minimum of 3 course credits as part of the experience in order to meet the requirements for the experiential education requirement. The internship may be offered by the College of Arts and Letters, another MSU College, or another university, if approved for transfer credit by MSU.
        (b) **Education Abroad** (Minimum of 3 credits)
        MSU Education Abroad Programs, whether offered by the College of Arts and Letters, another MSU College, or another university, if approved for transfer credit by MSU, meets the experiential education requirement. This includes any MSU course section in the range of 750-769, which are designated for education abroad programs. For more information see: *https://msueducationabroad.via-trm.com/visitor-programs-v2*
        (c) **Study Away** (Minimum of 3 credits)
        MSU Study Away Programs (internships and courses that take place within the United States) whether offered by the College of Arts and Letters, another MSU College, or another university, if approved for transfer credit by MSU, meets the experiential education requirement. This includes any MSU course section in the range of 701-710, which are designated for study away programs. For more information see: *https://excelnetwork.cal.msu.edu/study-away/*, or *https://socialscience.msu.edu/undergraduate/experiential-learning/study-away.html*.
        (d) **Service/Community Engaged Learning Experiences** (Minimum of 3 credits)
        MSU Service/Community Engaged Learning Experiences whether offered by the College of Arts and Letters, another MSU College, or another university, if approved for transfer credit by MSU, meets the experiential education requirement. For more information see: *https://communityengagedlearning.msu.edu/students*.
        (e) **For Credit Research or Creative Projects** (Minimum of 3 credits)
        An approved undergraduate research or creative projects directed by a faculty member in the form of an independent study or portion of an approved course.
        (f) **Department Courses** (Minimum of 3 credits)
        Courses in this list offer a significant experiential component of 50% or more and include experiences outside the traditional classroom environment. They have been approved through a review process by the College Curriculum Committee. See: *https://excelnetwork.cal.msu.edu/experiential-education-requirement/*.

> For questions or to seek approval for a course or program, students should contact their academic advisor.
>
> For more information on Internships, Education Abroad, Study Away, and Service/Community Engaged Experiences, see *https://excelnetwork.cal.msu.edu/*.

Effective Fall 2026.

2. Request to establish a **Bachelor of Arts** degree in **Arts and Humanities** in the School of Residential Community Engaged Arts and Humanities. The University Committee on Undergraduate Education (UCUE) recommended approval of this request at its January 8, 2026 meeting.

    a. **Background Information**:

    The integration of the Residential College in the Arts and Humanities (RCAH) into the College of Arts and Letters requires the creation of this new Bachelor of Arts degree in Arts and Humanities. The bachelor's degree will no longer be administered by RCAH as a stand-alone college but as a new School of Residential Community Engaged Arts and Humanities in the College of Arts and Letters. This interdisciplinary bachelor's degree in Arts and Humanities has been offered at MSU since Fall 2007. The requirements have been slightly modified to conform to college requirements in the College of Arts and Letters.

    b. **Academic Programs Catalog Text**:

    This interdisciplinary major provides RCAH students the opportunity to live and learn together in Snyder-Phillips Hall, a historic building on the MSU north campus. From this home base, students have the benefit of being part of a residential academic program while also having the diverse resources of one of the nation's most distinguished public research universities available to them. The major mobilizes the arts and humanities through a wide range of programming to create collaborative, community engaged methods for addressing the complex societal problems facing our local and global communities and to reimagine and build a more inclusive and sustainable world. RCAH provides abundant opportunities for learning and hands-on training outside the classroom, in settings that include the RCAH Poetry Center, the LookOut! Art Gallery, the RCAH Theatre, and the Language and Media Center.

    Requirements for the Bachelor of Arts Degree in Arts and Humanities

    1. The University requirements for bachelor's degrees 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 the Arts and Humanities.

        The completion of RCAH 111 referenced in item 2. a. below satisfies the University's Tier I writing requirement.

        The University's Tier II writing requirement for the Bachelor of Arts degree in the Arts and Humanities is met by completing RCAH 492. That course is referenced in item 2. g. below.

        The completion of IAH 207R and IAH 231R referenced in item 2. a. below satisfies the University's Integrative Studies in the Arts and Humanities requirement.

        The completion of at least 30 credits in courses at the 300-level or above, which may include courses from items 2.d., 2.e., and 2.f. below.

    2. The following requirements:
        a. All of the following courses (32 credits):

IAH	207R	The Presence of the Past (D)	4
IAH	231R	Themes and Issues: Transcultural Relations (I)	4
RCAH	111	Writing in Transcultural Contexts	4
RCAH	112	Writing, Research and Technologies	4
RCAH	150	Introduction to the Arts and Humanities	4
RCAH	215	Introduction to Theory and Methods in the Arts	4
RCAH	225	Introduction to Community Engagement	4
RCAH	235	Foundations of Language and Culture Studies	4

b.   Complete one of the following pathways (10 credits):
Arts Pathway
The following course:

RCAH	315	Methods in the Arts	4

Two enrollments in the following course:

RCAH	316	Topics in the Arts	6

Community Engagement Pathway
The following course:

RCAH	325	Methods in Community Engagement	4

Two enrollments in the following course:

RCAH	326	Topics in Community Engagement	6

Language and Culture Pathway
The following course:

RCAH	335	Methods in Language and Culture	4

Two enrollments in the following course:

RCAH	336	Topics in Language and Culture	6

Humanities Pathway
The following course:

RCAH	345	Methods in the Humanities	4

Two enrollments in the following course:

RCAH	346	Topics in Humanities	6

c.   Complete 6 to 8 credits in any of the following courses not used to fulfill item b.:

RCAH	315	Methods in the Arts	4
RCAH	316	Topics in the Arts	3
RCAH	325	Methods in Community Engagement	4
RCAH	326	Topics in Community Engagement	3
RCAH	335	Methods in Language and Culture	4
RCAH	336	Topics in Language and Culture	3
RCAH	345	Methods in the Humanities	4
RCAH	346	Topics in Humanities	3

d.   A minimum of 9 credits at the 300-level or above taken outside of RCAH chosen in consultation with the student's academic advisor.

e.   Completion of a minimum 50-hour volunteer or paid experiential learning opportunity. This requirement can be satisfied with one of the following options in the junior or senior year.
    (1)   An approved internship
    (2)   An approved undergraduate research, creative, or community engagement project directed by a faculty member through enrollment in RCAH 450 (1 to 4 credits)
    (3)   An approved study abroad/study away with at least one course at the 300-400 level.

f.   Completion of the language and cultural studies requirement.
    a.   **For students entering RCAH before Fall 2027**, this requirement is met by completing one of the following two options:
        (1)   Participate in an approved language-intensive study abroad program
        (2)   Complete one of the following combinations of language and cultural studies courses:
            (a)   Complete 2 years of language courses in no more than two languages and complete one of the approved cultural courses from the list maintained by the student's academic advisor.
            (b)   Complete 1 year of language courses in a single language and three of the approved cultural courses from the list maintained by the student's academic advisor.
            (c)   Complete a minor in one of the approved area studies programs as approved by the student's academic advisor.
    b.   **For students entering RCAH Fall 2027 and later**, this requirement is met by completion of second–year competency in a foreign language which is more closely aligned with the language requirement in the College of Arts and Letters.

g.   The following capstone course (4 credits):

          RCAH   492   Senior Seminar (W)   4

Effective Fall 2026.

3.   Request to change the requirements for the **Master of Arts** degree in **Foreign Language Teaching** in the College of Arts and Letters. The University Committee on Graduate Studies (UCGS) will consider this request at its January 26, 2026 meeting.

      a.   Under the heading **Admission** make the following changes:

            (1)   In paragraph one, delete item 1. and renumber items 2., 3., and 4. respectively.

                  1.   have the results of the Graduate Record Examination (GRE) General Test forwarded to the College if the applicant is a native speaker of English.

Effective Summer 2026.

RESIDENTIAL COLLEGE IN THE ARTS AND HUMANITIES

1.   Request to change the administrative responsibility for the **Minor** in **Design Justice** in the Residential College in the Arts and Humanities to the School of Residential Community Engaged Arts and Humanities in the College of Arts and Letters.

2.   Request to change the requirements for the **Minor** in **Design Justice** in the School of Residential Community Engaged Arts and Humanities in the College of Arts and Letters.

      a.   Under the heading **Requirements for the Minor in Design Justice** make the following changes:

            (1) In item 3., delete the following course:

                  RCAH   202   Presence of the Past   4

                  Add the following course:

                  IAH   207R   The Presence of the Past (D)   4

Effective Fall 2026.

ELI BROAD COLLEGE OF BUSINESS

1.   Request to change the requirements for the **Master of Business Administration** degree in **Business Administration** in The Eli Broad College of Business and Graduate School of Management. The University Committee on Graduate Studies (UCGS) approved this request at its November 17, 2025 meeting.

The concentrations in the Master of Business Administration degree are noted on the student's academic record when the requirements for the degree have been completed.

      a.   Under the heading **Admission**, make the following changes:

            (1)   Delete the following phrase from the first sentence in the first paragraph:

                  "and an enrichment experience during the intervening summer"

        (2)   In the fifth paragraph, delete the following statement:

              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.

b.   Under the heading **Requirements for the Master of Business Administration Degree** make the following changes:

        (1)   In item 1., change the total credits from '61' to '54'.

        (2)   In item 1.a., delete 'statistics' and the following courses:

MBA	804	Applied Data Analysis for Managers	1.5
MBA	808	Leadership and Teamwork	1
MBA	816	Managerial Communication Strategy and Tactics	1.5
MBA	817	Designing and Delivering Impactful Business Presentations	1.5
MBA	845	Integrative Action Projects	4

Add the following courses:

MBA	808	Leadership and Teamwork	1.5
MBA	816	Managerial Communication Strategy and Tactics	3

        (3)   Replace item 1.b. with the following:

              Students may use their remaining elective credits to design an academic program to support their professional goals using courses across business college disciplines, including completion of concentrations (of 9 credits minimum) in business analytics; corporate, social responsibility and sustainability; entrepreneurship; finance; healthcare management (MBA/DO/MD students only); human resource and strategic management; marketing; or supply chain management (12 credits) or other approved concentration approved by the Assistant Dean, M.B.A. Programs or designee.

        (4)   Replace item 1.c. with the following:

              At least 3 credits of international business selected from courses approved by the Assistant Dean, M.B.A. Programs or designee.

        (5)   Replace item 2. with the following:

              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 Assistant Dean, M.B.A. Programs or designee.

        (6)   Delete item 3. **Enrichment Experience**.

Effective Fall 2026.

2.   Request to change the requirements for the **Master of Business Administration: Program in Integrative Management** degree in the Eli Broad College of Business. The University Committee on Graduate Studies (UCGS) will consider this request at its January 26, 2026 meeting.

a.   Under the heading **Admission**, replace the entire entry with the following:

          To be admitted to the Master of Business Administration Program in Integrative Management, an applicant should:
1.   Be employed in a managerial position, have work experience that will enhance contributions to the team and the program, and/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 or equivalent academic credential. The educational institution, academic program, and academic record are considered.
4. Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
5. Successfully complete an interview articulating professional goals and how the program will contribute to personal success.

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 basic competency in algebra and statistics and be proficient in word processing and spreadsheets.

b. Under the heading **Requirements for the Master of Business Administration Degree in Integrative Management** replace the entire entry with the following:

The student must complete 42 credits from the following:

CREDITS

1. All of the following courses (30 credits):

PIM	800	Managerial Skills	1 to 3
PIM	803	Leadership Development	1 to 3
PIM	811	Financial Accounting and Reporting for Leaders	1 to 3
PIM	812	Performance Measurement and Control	1 to 3
PIM	813	Digital Transformation	1 to 3
PIM	821	Applied Economics for Strategic Decision making	1 to 3
PIM	831	Business Law	1 to 3
PIM	841	Finance I: Investment Decisions	1 to 3
PIM	842	Finance II: Financial Decisions	1 to 3
PIM	851	Data-driven Decision making	1 to 3
PIM	852	Negotiation	1 to 3
PIM	853	Human Resources and Talent Management	1 to 3
PIM	855	Strategic Management I	1 to 3
PIM	862	Marketing I: Customer Analysis	1 to 3
PIM	863	Marketing II: Systems and Strategy	1 to 3
PIM	870	Supply Chain Management	1 to 3
PIM	872	International Strategies	1 to 3
PIM	874	The Global Marketplace	1 to 3
PIM	876	Ethics in the Workplace	1 to 3

2. Complete 12 credits from the following courses, or equivalent courses upon approval of the program director:

PIM	801	Organizational Analysis	1 to 3
PIM	804	Designing Innovation for Impact	1 to 3
PIM	814	Financial Statement Analysis	1 to 3
PIM	822	Macroeconomics for Managers	1 to 3
PIM	832	Entrepreneurship	1 to 3
PIM	845	Mergers, Acquisitions and Corporate Restructuring	1 to 3
PIM	856	Strategic Management II	1 to 3
PIM	873A	Current Business Issues: Finance	1 to 3
PIM	873F	Current Business Issues: Management	1 to 3
PIM	875	Supply Chain Management II	1 to 3
PIM	881	Leadership Communications	1 to 3
PIM	891	Special Topics in Business	1 to 3

Students who complete the required courses of a Broad Graduate Certificate can, upon approval of the program director, apply these courses to the Program in Integrative Management, earning both credentials. Appropriate graduate certificates include but are not limited to: Business Essentials for Leaders, Organizational Leadership and Strategy, Digital Innovation in Global Business, and Healthcare Management. Other courses at the 800-level or higher may be applied with approval of the department.

Effective Fall 2026.

3.   Request to establish a **Graduate Certificate** in **Business Essentials for Leaders** in the Eli Broad College of Business. The University Committee on Graduate Studies (UCGS) recommended approval of this request at its November 17, 2025 meeting.

a.   **Background Information**:

Industry and market forces seek shorter credentials that correlate with specific knowledge and skill attainment. This certificate provides a credential that acknowledges the knowledge/skills earned through this set of 9 credits. It also can serve as a stackable pathway into a graduate program, broadening access to our degree(s). Aligned with MSU's mission to advance knowledge and transform lives, our value of eliminating barriers to access and success, and our strategic objectives to increase access and successful completion of graduate and professional education and to advance an online learning strategy that expands access and increases the breadth of learners served.
These certificates bundle knowledge and courses currently housed in the unit and will provide current and emerging leaders with cross-functional business essentials to drive organizational success. This aligns directly with college and University objectives.

b.   **Academic Programs Catalog Text**:

The Graduate Certificate in Business Essentials for Leaders provides current and emerging leaders with cross-functional business essentials to drive organizational success.

Admission

To be considered for admission to the Graduate Certificate in Business Essentials for Leaders, an applicant must:

1.   Be employed in a managerial position with work experience that will enhance contributions to the team and the program, and/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 or equivalent academic credential. The educational institution, academic program, and academic record are considered.
4.   Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
5.   Successfully complete an interview/evaluation, articulating professional goals and how the program will contribute to personal success.

Requirements for the Graduate Certificate in Business Essentials for Leaders

The Graduate Certificate in Business Essentials for Leaders is available only online. Students must complete 9 credits as specified below.

				CREDITS
1.	Complete the following courses (6 credits):			
	PIM	811	Financial Accounting and Reporting for Leaders	1.5
	PIM	841	Finance I: Investment Decisions	1.5
	PIM	862	Marketing I: Customer Analysis	1.5
	PIM	870	Supply Chain Management	1.5
2.	Complete 3 additional 800-level or above credits in courses related to core business competencies approved by the college. Courses may be selected from the following:			
	PIM	812	Performance Measure and Control	1.5
	PIM	842	Finance II: Financial Decisions	1.5
	PIM	863	Marketing II: Systems and Strategy	1.5

Students who successfully complete courses with a 3.0 or higher grade may apply courses to one graduate certificate and one degree program.

Effective Fall 2026.

4.   Request to establish a **Graduate Certificate** in **Digital Innovation in Global Business** in the Eli Broad College of Business. The University Committee on Graduate Studies (UCGS) recommended approval of this request at its November 17, 2025 meeting.

a.   **Background Information**:

Industry and market forces seek shorter credentials that correlate with specific knowledge and skill attainment. This certificate provides a credential that acknowledges the knowledge/skills earned through this set of 9 credits. It also can serve as a stackable pathway into a graduate program, broadening access to our degree(s). Aligned with MSU's mission to advance knowledge and transform lives, our value of eliminating barriers to access and success, and our strategic objectives to increase access and successful completion of graduate and professional education and to advance an online learning strategy that expands access and increases the breadth of learners served.
These certificates bundle knowledge and courses currently housed in the unit and will provide current and emerging leaders with cross-functional business essentials to drive organizational success. This aligns directly with college and University objectives.

b.   **Academic Programs Catalog Text**:

The Graduate Certificate in Digital Innovation in Global Business develops leaders who can drive digital innovation across diverse global markets. Students gain expertise in data-driven decision-making, international economic strategy, and digital technologies, while exploring the cultural and strategic complexities of operating in a global context. The program prepares professionals to lead transformation initiatives that are both technologically advanced and globally informed.

Admission

To be considered for admission to the Graduate Certificate in Digital Innovation in Global Business, an applicant must:

1.   Be employed in a managerial position with work experience that will enhance contributions to the team and the program, and/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 or equivalent academic credential. The educational institution, academic program, and academic record are considered.
4.   Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
5.   Successfully complete an interview/evaluation, articulating professional goals and how the program will contribute to personal success.

Requirements for the Graduate Certificate in Digital Innovation in Global Business

The Graduate Certificate in Digital Innovation in Global Business is available only online. Students must complete 9 credits as specified below.

			CREDITS
1.	Complete the following courses (6 credits):		
PIM	813	Digital Transformation	1.5
PIM	821	Applied Economics for Strategic Decision Making	1.5
PIM	851	Data-driven Decision making	1.5
PIM	872	International Strategies	1.5
2.	Complete 3 additional 800-level or above credits in courses related to digital transformation for global organizations approved by the college. Courses may be selected from the following:		
PIM	874	The Global Marketplace	1.5
		Other courses as approved by the program director.	

Students who successfully complete courses with a 3.0 or higher grade may apply courses to one graduate certificate and one degree program.

Effective Fall 2026.

5.   Request to establish a **Graduate Certificate** in **Consulting** in the Eli Broad College of Business. The University Committee on Graduate Studies (UCGS) recommended approval of this request at its November 17, 2025 meeting.

a.   **Background Information**:

This collection of course work has been provided to students for over a decade, consistent with faculty guidance, as part of our regular advising strategies. Compiling this course work under a Graduate Certificate is an important step in not only providing students an even more tangible path forward, it provides the MBA program and its faculty an annual opportunity to give even more attention to this critical skill area, by auditing available courses and needed skills, and ensuring we continually are putting the best route forward for students and the MBA program.

b.   **Academic Programs Catalog Text**:

The Graduate Certificate in Consulting prepares students and aspiring consultants to analyze complex organizational challenges, design actionable solutions, and deliver measurable value to clients. Drawing on best practices from strategy, leadership, operations, and data-driven decision making, the program equips students with the knowledge and skills needed to succeed in the dynamic consulting industry. Through a combination of applied course work, case-based learning, and experiential projects, students will develop expertise in diagnostic problem-solving, client relationship management, and strategic communication. The certificate emphasizes both the technical and interpersonal dimensions of consulting, including structured problem analysis, project management, presentation skills, and change implementation.

Requirements for the Graduate Certificate in Consulting

Students must complete 9 credits from the following:

			CREDITS
ACC	807	Using Financial Statement Data for Decision-Making – An Analytics Approach	3
ACC	822	Information Systems Project Management	1 to 3
FI	844	Corporate Financial Strategies	1 to 3
FI	847	Corporate Strategies and Risk Management	1 to 3
FI	859	Mergers and Acquisitions	1 to 3
FI	863	Corporate Restructuring and Governance	1 to 3
MGT	832	Foundations of Negotiation	1 to 3
MGT	833	Complex Negotiations and Dispute Resolution Systems	1 to 3
MGT	842	Leading a Strategy Change	1 to 3
MKT	811	Brand Insights	1.5
MKT	821	Brand Strategy	1.5
SCM	833	Decision Support Models	1 to 3

Effective Fall 2026.

6.   Request to establish a **Graduate Certificate** in **Healthcare Management** in the Eli Broad College of Business. The University Committee on Graduate Studies (UCGS) recommended approval of this request at its November 17, 2025 meeting.

a.   **Background Information**:

Industry and market forces seek shorter credentials that correlate with specific knowledge and skill attainment. This certificate provides a credential that acknowledges the knowledge/skills earned through this set of 9 credits. It also can serve as a stackable pathway into a graduate program, broadening access to our degree(s). Aligned with MSU's mission to advance knowledge and transform lives, our value of eliminating barriers to access and success, and our strategic objectives to increase access and successful completion of graduate and professional education and to advance an online learning strategy that expands access and increases the breadth of learners served.
These certificates bundle knowledge and courses currently housed in the unit and will provide current and emerging leaders with cross-functional business essentials to drive organizational success. This aligns directly with college and University objectives.

b. **Academic Programs Catalog Text**:

The Graduate Certificate in Healthcare Management provides essential foundations for effectively leading and managing healthcare systems.

Admission

To be considered for admission to the Graduate Certificate in Healthcare Management, an applicant must:

1. Be employed in a managerial position with work experience that will enhance contributions to the team and the program, and/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 or equivalent academic credential. The educational institution, academic program, and academic record are considered.
4. Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
5. Successfully complete an interview/evaluation, articulating professional goals and how the program will contribute to personal success.

Requirements for the Graduate Certificate in Healthcare Management

The Graduate Certificate in Healthcare Management is available only online. Students must complete 10 credits as specified below.

				CREDITS
1.	Complete the following course (2 credits):			
	HCM	808	Healthcare Systems and Economic Policy	2
2.	Complete one of the following courses (2 credits):			
	HCM	801	Critical Thinking and Innovation in Healthcare	2
	HCM	811	Healthcare Strategic Management	2
3.	Complete one of the following courses (2 credits):			
	HCM	802	Cost Analysis in Healthcare	2
	HCM	804	Financial Management in Healthcare	2
	HCM	825	Analytics in Healthcare	2

4. Complete 4 credits of additional 800-level or above courses related to managing the business of healthcare systems approved by the college. Courses may be selected from the following:

	HCM	805	Quality, Risk, and Performance Management	2
	HCM	807	Law and Ethics in Healthcare	2
	HCM	809	Organizational Behavior in Healthcare	2
	HCM	813	Healthcare Services Marketing	2
	HCM	821	Healthcare Regulations	2
	HCM	822	Healthcare Compliance	2

Other courses as approved the program director.

Students who successfully complete courses with a 3.0 or higher grade may apply courses to one graduate certificate and one degree program.

Effective Fall 2026.

7.   Request to establish a **Graduate Certificate** in **Organizational Leadership and Strategy** in the Eli Broad College of Business. The University Committee on Graduate Studies (UCGS) recommended approval of this request at its November 17, 2025 meeting.

      a.   **Background Information**:

Industry and market forces seek shorter credentials that correlate with specific knowledge and skill attainment. This certificate provides a credential that acknowledges the knowledge/skills earned through this set of 9 credits. It also can serve as a stackable pathway into a graduate program, broadening access to our degree(s). Aligned with MSU's mission to advance knowledge and transform lives, our value of eliminating barriers to access and success, and our strategic objectives to increase access and successful completion of graduate and professional education and to advance an online learning strategy that expands access and increases the breadth of learners served.

These certificates bundle knowledge and courses currently housed in the unit and will provide current and emerging leaders with cross-functional business essentials to drive organizational success. This aligns directly with college and University objectives.

      b.   **Academic Programs Catalog Text**:

The Graduate Certificate in Organizational Leadership and Strategy equips professionals with the strategic mindset and leadership capabilities needed to drive organizational success. Courses emphasize decision-making, change management, and negotiation, preparing students to lead with confidence, influence outcomes, and align teams around strategic goals in complex environments.

Admission

To be considered for admission to the Graduate Certificate in Organizational Leadership and Strategy, an applicant must:

1.   Be employed in a managerial position with work experience that will enhance contributions to the team and the program, and/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 or equivalent academic credential. The educational institution, academic program, and academic record are considered.
4.   Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
5.   Successfully complete an interview/evaluation, articulating professional goals and how the program will contribute to personal success.

Requirements for the Graduate Certificate in Organizational Leadership and Strategy

The Graduate Certificate in Organizational Leadership and Strategy is available only online. Students must complete 9 credits as specified below.

			CREDITS
1.	Complete all of the following courses (6 credits):		
PIM	800	Managerial Skills	1.5
PIM	852	Negotiation	1.5
PIM	853	Human Resources and Talent Management	1.5
PIM	855	Strategic Management I	1.5
2.	Complete 3 credits of additional 800-level or above courses related to managing organizations approved by the college. Courses may be selected from the following:		
PIM	803	Leadership Development	1.5
PIM	876	Ethics in the Workplace	1.5
		Other courses as approved the program director.	

Students who successfully complete courses with a 3.0 or higher grade may apply courses to one graduate certificate and one degree program.

Effective Fall 2026.

8.   Request to change the requirements for the **Master of Business Administration** degree in **STEM** in The Eli Broad College of Business and Graduate School of Management. The University Committee on Graduate Studies (UCGS) approved this request at its November 17, 2025 meeting.

The concentrations in the Master of Business Administration degree in STEM are noted on the student's academic record when the requirements for the degree have been completed.

a.   Under the heading **Admission**, make the following changes:

(1)   In the sixth paragraph, delete the following statement:

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.

b.   Under the heading **Requirements for the STEM Master of Business Administration Degree** make the following changes:

(1)   In item 1., change the total credits from '61' to '54'.

(2)   In item 1.a., delete the following courses:

MBA	804	Applied Data Analysis for Managers	1.5
MBA	816	Managerial Communication Strategy and Tactics	1.5
MBA	817	Designing and Delivering Impactful Business Presentations	1.5
MBA	845	Integrative Action Projects	4

Add the following courses:

MBA	816	Managerial Communication Strategy and Tactics	3

(3)   Replace item 1.b. with the following:

A quantitatively driven concentration in business analytics, management science, finance, marketing (minimum 9 credits), or supply chain management (12 credits) or other approved concentration approved by the Assistant Dean, M.B.A. Programs, or designee.

(4)   Replace item 1.c. with the following:

At least 3 credits of international business selected from courses approved by the Assistant Dean, M.B.A. Programs or designee.

(5)   Replace the note following item 2. with the following:

Additional quantitative courses will be considered annually, pending review of college academic departments, and the Assistant Dean, M.B.A. Programs or designee. Topics in Finance must be approved by the Assistant Dean, M.B.A. Programs or designee.

(6)   In item 2., delete the following course:

MKT	864	Data Mining for Marketing	1.5

(7)   Delete item 3. **Enrichment Experience**.

Effective Fall 2026.

9. Request to establish a **Master of Science** degree in **Professional Accounting and Analytics** in the Department of Accounting and Information Systems. The University Committee on Graduate Studies (UCGS) recommended approval of this request at its November 17, 2025 meeting.

 a. **Background Information**:

  Accounting is consistently one of the most in-demand majors by employers. The prospects for accounting majors continue to grow as the U.S. Bureau of Labor Statistics projected 6% job growth for accountants from 2023 to 2033, faster than the average for all occupations. Placement rates for the Master of Science Degree in Accounting graduates are consistently above 95%. Despite the strong demand for accountants, the numbers of those enrolling in accounting as a major have been in decline nationwide. This "pipeline problem" is a major issue not only for businesses, but for state, local, and federal agencies, universities and colleges, and not-for-profits that all require the expertise of accountants. There are 340,000 fewer accountants in the U.S. than there were 5 years ago, and this shortage has major ramifications for both the public and private sector here in Michigan. The importance of qualified accountants and CPAs has been an area of focus for Governor Gretchen Whitmer (*https://www.michigan.gov/whitmer/news/proclamations/2024/11/11/november-11-15-2024-certified-public-accountant-week*).

  This program seeks to address this shortage by tapping a new group of individuals that could benefit greatly from a degree in accounting from MSU. In two to three semesters, depending on if a student desires to meet CPA exam education requirements, this new program will provide an opportunity for individuals with a bachelor's degree in any field that are currently underemployed, unemployed, unhappy with their current work situation or career prospects, or wanting to have a path to a higher standard of living to learn the skills they need to have a successful career in accounting. Our current Master of Science Degree in Accounting and online Master of Science Degree in Accounting and Data Analytics degrees do not accommodate these targeted students.

  One group of students that would greatly benefit from this program are our MSU students that are denied admittance to the Broad College's undergraduate programs due to capacity constraints. In the 2023-24 fiscal year there were 1,029 MSU students denied admittance to Broad College and 81 of these students selected accounting as their intended major. Many of these students we would love to have in our undergraduate accounting program, but they were denied admittance at the college level due to a college cap on enrollments. Most of these students go on to complete a bachelor's degree in a non-business major, while some transfer to different universities to continue their pursuit of a business degree. This new master's program will create a path for these students to pursue a career in accounting through an in-person, degree-change focused master's degree at MSU.

  Through a survey of MSU students that were denied admittance into the Eli Broad College of Business over the past several years, the results indicated significant interest for an in-person master's degree in accounting geared towards those with a non-business undergraduate degree at MSU amongst this group of students.

  We emphasize that this new master's program should not cannibalize existing accounting master's programs because it targets a very different student population. Our MSU undergraduate accounting students that have the prerequisites to enroll in our in-person Master of Science Degree in Accounting program would not be allowed in the program. The foundation courses required in this new program that make up 21 of the 30 required credits would be repetitive for those students that have an accounting undergraduate degree. Likewise, students that do not have an accounting undergraduate degree or an equivalent amount of accounting and business credits would not meet the requirements for acceptance into the Master of Science Degree program in Accounting.

  Also, the in-person program offers something that the online Master of Science Degree program in Accounting and Data Analytics does not. Students in the in-person program will be able to take full advantage of the in-person networking opportunities that will allow them to connect with public accounting firms and other employers. These opportunities are invaluable in securing career opportunities. Public accounting firms are the biggest employers of MSU accounting graduates by far and hire most new associates from their internship programs. They heavily utilize in-person events to identify talent. Our proposed program will provide students with access to campus recruiters and will accommodate internships prior to completion of the degree. Further, online education is not the best format for many students, and because of this some students prefer an in-person learning environment.

Like the Master of Science degree in Accounting and the online Master of Science degree in Accounting and Data Analytics, the Master of Science degree in Professional Accounting and Analytics would be a STEM designated program. It would also be an AACSB accredited accounting degree.

b. **Academic Programs Catalog Text**:

The Master of Science degree program in Professional Accounting and Analytics is designed for students with a non-accounting bachelor's degree interested in advancing their knowledge of accounting and data analysis skills. The program includes a set of foundational accounting courses followed by specialized concentrations and will equip students with technical accounting knowledge and data analysis skills that are in high demand in organizations in all sectors of the economy. Courses taken in the program will count towards the education requirements of professional certifications such as the Certified Public Accountant and Certified Management Accountant. Students entering the program without a background in business or economics will need additional course work to meet certification requirements.

Admission

The program starts in the Fall semester. Admission decisions are competitive and will be made on a rolling basis.

The minimum requirement for consideration is:

1. a bachelor's degree from a recognized institution with a recommended minimum grade-point-average of a 3.0.
2. three letters of recommendation.
3. the applicant's statement of objectives.
4. work experience.
5. TOEFL and IELTS score, if relevant.

Requirements for the Master of Science Degree in Professional Accounting and Analytics

Students must complete an approved program of study with a minimum cumulative grade point average of 3.0. A minimum of 30 credits under Plan B (without a thesis) is required. The program requires foundation courses (18 credits), an accounting data analytics course (3 credits), and a concentration in either accounting analytics, managerial analysis for decision making, transaction services, or tax (9 credits). The requirement to complete individual foundational courses may be waived at the discretion of the program director.

			CREDITS
1.	Complete all of the following courses (21 credits):		
	Foundations of Accounting, Information Systems, and Data Analysis		
ACC	870	Principles of Financial and Managerial Accounting	3
ACC	871	Accounting Database Systems	3
ACC	872	Financial Reporting and Data Analysis	3
ACC	873	Principles of Federal Income Tax Accounting	3
ACC	874	Performance Measurement and Control Systems	3
ACC	875	Auditing – Assurance and Data Analysis	3
	Accounting Data Analytics		
ACC	827	Accounting Analytics	3
2.	Complete at least one of the following concentrations:		
	Accounting Analytics (9 credits)		
ACC	814	Advanced Auditing	3
ACC	822	Information Systems Project Management	3
ACC	843	Value Chain Accounting and Analytics	3
	Managerial Analysis for Decision Making (9 credits)		
ACC	807	Using Financial Statement Data for Decision Making - An Analytics Approach	3
ACC	841	Corporate Sustainability Strategy Development and Implementation	3
ACC	843	Value Chain Accounting and Analytics	3

Taxation (9 credits)

ACC	850	Accounting and Tax Implications of Mergers and Acquisitions	3

Two of the following courses (6 credits):

ACC	830	Tax Research	3
ACC	833	Federal Income Taxation of Corporations and Shareholders	3
ACC	836	U.S. Taxation of Multinational Transactions	3

Transaction Services (12 credits)

ACC	855	Transaction Services	3

Two of the following courses (6 credits):

ACC	807	Using Financial Statement Data for Decision Making - An Analytics Approach	3
ACC	850	Accounting and Tax Implications of Mergers and Acquisitions	3
FI	845	Financial Modeling and Simulation I	1.5
FI	846	Financial Modeling and Simulation II	1.5

3. Choose electives from courses within the concentrations to meet the 30-credit minimum.

Effective Fall 2026.

PART II - NEW COURSES AND CHANGES

COLLEGE OF ARTS AND LETTERS

AAAS 100   Pathways into AAAS
Fall of every year. Spring of every year. 3(3-0) ~~P: ((WRA 101 or concurrently) or (WRA 195H or concurrently)) or completion of Tier I writing requirement~~
        Current trends and topics in African American and African Studies; including contemporary and interdisciplinary perspectives in Black Studies.
        Effective Spring Semester 2026

HA 802   Research Methods for Artists and Designers
Spring of every year. 3(3-0) A student may earn a maximum of 3 credits in all enrollments for this course. R: Open to graduate students in the College of Arts and Letters or in the Department of Art, Art History, and Design or in the Master of Fine Arts in Studio Art or approval of department.
        Methods of research as used by contemporary artists and designers, explored through artistic case studies, practical sessions and projects.
        <u>DELETE COURSE</u>
        Effective Fall Semester 2026

DH 285   Introduction to Digital Studies in the Arts and Humanities
~~Fall of every year.~~ <u>Fall of every year. Spring of every year.</u> 3(3-0)
        Digital methods for creating and analyzing culture. Creative and humanities research practices using digital approaches. Critiques of digital culture and society.
        SA: AL 285
        Effective Spring Semester 2026

DH 340   Digital Studies in Practice
Spring of every year. 3(3-0) ~~P: (DH 285 or approval of college) and completion of Tier I writing requirement~~ <u>P: Completion of Tier I Writing Requirement</u>
        Collaborative project based course diving into digital arts and humanities practices.
        SA: AL 340
        Effective Fall Semester 2026

DH 410   Culture: Digital and Physical
Summer of every year. 2 to 3 credits. Interdepartmental with Arts and Cultural Management, Museum Studies A student may earn a maximum of 3 credits in all enrollments for this course. R: Approval of department.
NEW   Culture: Digital and Physical explores museums, libraries, and archives to discover how they are using digital methods to reach new audiences, create new knowledge and experiences, and preserve culture for the future.
        Effective Summer Semester 2026

XA 391   Special Topics
Fall of every year. Spring of every year. 1 to 4 credits. A student may earn a maximum of 8 credits in all enrollments for this course. P: XA 242 R: Open to undergraduate students or approval of department.
NEW   Researching and designing special topics in Experience Architecture. Topics vary.
        Effective Fall Semester 2026

IAH 207R   The Presence of the Past (D)
Fall of every year. 4(4-0) R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities. C: RCAH 111 concurrently
NEW   Cultural significance of main currents in world history. Ethical challenges. Experiential learning activities. Dilemmas of future engagement. Career implications.
        SA: RCAH 202
        Effective Fall Semester 2026

IAH 231R   Themes and Issues: Transcultural Relations (I)
                  Fall of every year. Spring of every year. 4(4-0) P: (IAH 201 or IAH 202 or IAH 203 or IAH 204 or
                  IAH 205 or IAH 206 or IAH 207 or IAH 208 or IAH 209 or IAH 210) or ((IAH 207R and (RCAH 112
                  or concurrently)) and completion of Tier I writing requirement) R: Open to undergraduate
                  students. Not open to students with credit in RCAH 205.
NEW   Key theoretical issues in the study of transcultural relationships. Broad historical
                         perspective. Earliest development of societies. Interaction of early cultures. Crucial
                         technological developments. Transcultural interactions today.
                         SA: RCAH 203
                         Effective Fall Semester 2026

FLT 841   Topics in Foreign Language Teaching
                  Fall of odd years. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this
                  course. R: Open to graduate students in the Foreign Language Teaching Major or in the Foreign
                  Language Teaching Graduate Certificate or approval of department. Not open to students with
                  credit in LLT 841.
                         Selected topics and issues in foreign language learning and teaching.
                         Effective Summer Semester 2026

FLT 842   Teaching Reading in a Foreign Language
                  Fall of even years. 3(3-0) R: Open to graduate students in the Foreign Language Teaching Major or
                  approval of department. Not open to students with credit in LLT 809.
REINSTATEMENT   Topics and issues in teaching reading in a foreign language. Vocabulary development,
                         syntax, fluency in reading, integrating reading skills with listening, speaking, and writing.
                         Measurement of reading comprehension. Age appropriate reading instruction and literacy
                         development. L1 transfer issues. Teaching reading to learners not literate in their L1.
                         Effective Spring Semester 2026

LLT 362   Child Second Language Learning
                  Fall of every year. Spring of every year. 3(3-0) P: (LIN 200 or concurrently) or (LIN 401 or
                  concurrently) or (ENG 302 or concurrently) P: (LIN 200 or concurrently) or (LIN 401 or concurrently)
                  or (ENG 302 or concurrently) or (LLT 322 or concurrently) RB: Some familiarity with linguistic
                  concepts.
                         Basic principles of child second language learning and socialization. Simultaneous
                         bilingualism, differences between child first and second language learning. Effects of age
                         and individual and social factors in second language learning. Interaction and language
                         learning, and loss of a first language. Classroom language learning in mainstream,
                         immersion, bilingual, and heritage language classrooms.
                         Effective Spring Semester 2026

RUS 311   Advanced Russian: Oral Communication
                  Spring of every year. Summer of every year. 3(3-0) P: RUS 201
REINSTATEMENT   Development of listening comprehension and oral communication in Russian. Expansion
                         of vocabulary, development of fluency, and use of idiomatic expressions. Review of
                         grammatical structures relevant for speaking.
                         Effective Summer Semester 2026

RUS 341   Russian Life and Culture of the 20th Century
                  Summer of every year. 3(3-0) P: RUS 202
REINSTATEMENT   Social, political, intellectual, and artistic life of twentieth-century Russia. Texts read in
                         Russian.
                         Effective Summer Semester 2026

PHL 444   Philosophical Issues in Biomedicine
                  Fall of even years. 4(4-0) RB: PHL 344
REINSTATEMENT   Philosophically puzzling features of medical research, policy, and practice. Issues in
                         theories of knowledge, personal identity, reference and meaning.
                         Effective Fall Semester 2026

The RCAH courses are changing administrative responsibility from the Residential College in the Arts and Humanities to the School of Residential Community Engaged Arts and Humanities in the College of Arts and Letters

RCAH 101   The First-Year Experience
Fall of every year. 1(1-0) ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities or in the Arts and Humanities Major. Approval of college.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities. Approval of school.</u>

~~Academic skills to support students' transition from high school to their first year of college. Build a first-year cohort and relationships with faculty and staff before start of the fall semester. Curricular and cocurricular experiences in an interdisciplinary, residential college.~~ <u>Academic skills to support students' transition from high school to their first year of college. Build a first-year cohort and relationships with faculty and staff before start of the fall semester. Curricular and cocurricular experiences in the interdisciplinary major in Residential Community Engaged Arts and Humanities</u>
Request the use of the Pass-No Grade (P-N) system.
Effective Fall Semester 2026

RCAH 111   Writing in Transcultural Contexts
Fall of every year. 4(4-0) ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>

Focused instruction in writing. Multiple forms and genres of composition. Other forms of composing such as music, painting, sculpture, and dance. Diverse texts and communities from the local to the global.
Effective Fall Semester 2026

RCAH 112   Writing, Research and Technologies
Spring of every year. 4(4-0) P: (RCAH 111) or Completion of Tier I Writing Requirement ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>

Arguments and analysis in oral, written, and digital formats. Methods of research, inquiry, and presentation. Research design and immersion activities. Writing for public engagement.
Effective Fall Semester 2026

RCAH 150   Introduction to the Arts and Humanities
Fall of every year. Spring of every year. 4(4-0) R: Not open to seniors.

Introduction to the fundamentals of interdisciplinary studies with a focus on the humanities, arts, community engagement, and language and culture.
SA: RCAH 192
Effective Fall Semester 2026

RCAH 205   Transcultural Relations through the Ages: Design Justice
Fall of every year. Spring of every year. 4(4-0) <u>Not open to students with credit in IAH 231R.</u>

Key theoretical issues in the study of transcultural relationships. Broad historical perspective. Earliest development of societies. Interaction of early cultures. Crucial technological developments. Transcultural interactions today with additional thematic focus on Design Justice, Sustainability and Community Engagement.
Effective Fall Semester 2026

RCAH 215   Introduction to Theory and Method in the Arts
Fall of every year. Spring of every year. 4(4-0) P: RCAH 150 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>

Introduction to fundamental elements of the arts and artistic practice and their value in social life.
~~SA: RCAH 291~~
Effective Fall Semester 2026

RCAH 225   Introduction to Community Engagement
Fall of every year. Spring of every year. 4(4-0) P: RCAH 150 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
> Introduction to the basic theories and methods of community engagement, its essential features, and its value as a form of social justice.
> ~~SA: RCAH 292A~~
> Effective Fall Semester 2026

RCAH 235   Foundations of Language and Culture Studies
Fall of every year. Spring of every year. 4(4-0) P: RCAH 150 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
> Foundation for understanding the relationship between language and culture. Examines how language and culture are linked to identity formation and how we interact with the world.
> Effective Fall Semester 2026

RCAH 315   Methods in the Arts
Fall of every year. Spring of every year. 1 to 4 credits. A student may earn a maximum of 7 credits in all enrollments for this course. P: RCAH 112 and RCAH 215 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
> Advanced engagement with the skills and methods used in the creation of visual and performing arts.
> Effective Fall Semester 2026

RCAH 316   Topics in the Arts
Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. P: RCAH 215 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
> Topics in the study of the visual and performing arts from an interdisciplinary perspective.
> ~~SA: RCAH 320~~
> Effective Fall Semester 2026

RCAH 325   Methods in Community Engagement
Fall of every year. Spring of every year. 4(4-0) A student may earn a maximum of 8 credits in all enrollments for this course. P: RCAH 225 and RCAH 112 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
> Advanced study in the skills and methods used in community engagement work.
> Effective Fall Semester 2026

RCAH 326   Topics in Community Engagement
Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. P: RCAH 225 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
> Topics and themes in the study of community engagement work.
> ~~SA: RCAH 292B~~
> Effective Fall Semester 2026

RCAH 335 Methods in Language and Culture
    Fall of every year. Spring of every year. 4(4-0) A student may earn a maximum of 8 credits in all enrollments for this course. P: RCAH 112 and RCAH 235 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
      Theories and methods in the study of language and culture from an interdisciplinary perspective.
      Effective Fall Semester 2026

RCAH 336 Topics in Language and Culture
    Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. P: RCAH 235 ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
      Topics in the study of language and culture from an interdisciplinary perspective.
      ~~SA: RCAH 390~~
      Effective Fall Semester 2026

RCAH 345 Methods in the Humanities
    Fall of every year. Spring of every year. 4(4-0) A student may earn a maximum of 8 credits in all enrollments for this course. ~~P: RCAH 203 and RCAH 112~~ <u>P: (IAH 207R or IAH 231R) and Completion of Tier I Writing Requirement</u> ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
      Advanced engagement in theories and methods in the study of the humanities.
      Effective Fall Semester 2026

RCAH 346 Topics in Humanities
    Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. ~~P: RCAH 203~~ <u>P: (IAH 207R or IAH 231R) and Completion of Tier I Writing Requirement</u> ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
      Advanced engagement in important themes in the study of humanities.
      Effective Fall Semester 2026

RCAH 391 Independent Study
    Fall of every year. Spring of every year. 1 to 4 credits. A student may earn a maximum of 9 credits in all enrollments for this course. ~~P: RCAH 112 and RCAH 203~~ <u>P: (IAH 207R or IAH 231R) and Completion of Tier I Writing Requirement</u> ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities. Approval of college.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities. Approval of school.</u>
      Supervised special projects arranged by an individual student and faculty member in areas supplementing regular course offerings.
      Effective Fall Semester 2026

RCAH 392 Internship
    Fall of every year. Spring of every year. Summer of every year. 1 to 6 credits. A student may earn a maximum of 6 credits in all enrollments for this course. P: (RCAH 150) and completion of Tier I writing requirement ~~R: Open to sophomores or juniors or seniors in the Residential College in the Arts and Humanities. Approval of college.~~ <u>R: Open to sophomores or juniors or seniors in the Residential Community Engaged Arts and Humanities. Approval of school.</u>
      Advanced course consisting of supervised practical experience in a professional environment.
      Request the use of the Pass-No Grade (P-N) system.
      Request the use of ET-Extension to postpone grading.
      The work for the course must be completed and the final grade reported within 1 semester after the end of the semester of enrollment.
      Effective Fall Semester 2026

RCAH 395   Special Topics in the Arts and Humanities
Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 9 credits in all enrollments for this course. ~~P: RCAH 112 and RCAH 203~~ <u>P: (IAH 207R or IAH 231R) and Completion of Tier I Writing Requirement</u> ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
>Special topics in arts and humanities to supplement regular course offerings.
>~~SA: RCAH 295~~
>Effective Fall Semester 2026

RCAH 450   Experiential Learning
Fall of every year. Spring of every year. Summer of every year. 1 to 4 credits. A student may earn a maximum of 4 credits in all enrollments for this course. P: (RCAH 150) and completion of Tier I writing requirement ~~RB: RCAH 203 and RCAH 215 and RCAH 225 and RCAH 235~~ <u>RB: (IAH 207R or IAH 221R) and (RCAH 215 and RCAH 225 and RCAH 235)</u> ~~R: Open to undergraduate students in the Residential College in the Arts and Humanities.~~ <u>R: Open to undergraduate students in the Residential Community Engaged Arts and Humanities.</u>
>Approved undergraduate research, creative, or community engagement project directed by a faculty member.
>Request the use of the Pass-No Grade (P-N) system.
>~~SA: RCAH 292C~~
>Effective Fall Semester 2026

RCAH 491   Senior Thesis (W)
Fall of every year. Spring of every year. 4(4-0) ~~P: RCAH 112 and RCAH 203 and RCAH 192 and RCAH 291~~ <u>P: (IAH 207R or IAH 231R) and Completion of Tier I Writing Requirement</u> ~~R: Open to seniors in the Residential College in the Arts and Humanities.~~ <u>R: Open to seniors in the Residential Community Engaged Arts and Humanities. Approval of school.</u>
>Thesis-length independent research project under faculty supervision.
>Effective Fall Semester 2026

RCAH 492   Senior Seminar (W)
Fall of every year. Spring of every year. 4(4-0) P: (RCAH 315 or RCAH 325 or RCAH 335 or RCAH 345) and Completion of Tier I Writing Requirement ~~R: Open to seniors in the Residential College in the Arts and Humanities.~~ <u>R: Open to seniors in the Residential Community Engaged Arts and Humanities.</u>
>Capstone seminar. Topics vary. May include arts practice, civic engagement, language and culture, and humanities research.
>Effective Fall Semester 2026

CLA 190   Introduction to Classics
~~Fall of odd years.~~ <u>Fall of every year. Spring of every year.</u> 3(3-0)
>Introduction to classical Greek and Roman culture and to the methods of studying the ancient world. Topics from history, literature, epigraphy, papyrology, medicine, religion, and technology.
>Effective Fall Semester 2026

WRA 191   Special Topics in Writing
Fall of every year. Spring of every year. 1 to 4 credits. A student may earn a maximum of 4 credits in all enrollments for this course.
NEW   Writing-intensive special topics in writing. Topics vary.
>Effective Fall Semester 2026

ELI BROAD COLLEGE OF BUSINESS

ACC 827 ~~Accounting Analytics~~ Accounting Analytics and Artificial Intelligence
Fall of every year. Spring of every year. Summer of every year. 3(3-0) Interdepartmental with
Information Technology Management ~~P: (ACC 321 or ACC 821) and ACC 411 R: Open to master's
students in the Accounting Major or approval of department.~~ R: Open to master's students in the Eli
Broad College of Business and The Eli Broad Graduate School of Management or in the
Department of Accounting and Information Systems or in the Accounting and Data Analytics Major
or approval of department.
~~Data visualization, predictive analytics, time series analysis, machine learning, supervised
and unsupervised learning, association analysis, and other analytics techniques as
appropriate to accounting environment and situation.~~ Data visualization, predictive
analytics, time series analysis, machine learning, supervised and unsupervised learning,
association analysis, artificial intelligence tools, and other analytics tools and techniques
as appropriate to accounting environment and situation.
Effective Fall Semester 2026

BUS 210 Applied Artificial Intelligence for Business
Fall of every year. Spring of every year. 1 to 3 credits. A student may earn a maximum of 6 credits
in all enrollments for this course. R: Open to undergraduate students in the Accounting major or in
the Business - Admitted major or in the Finance major or in the Human Resource Management
major or in the Management major or in the Marketing major or in the Supply Chain Management
major or approval of college.
NEW Hands-on business course that builds critical thinking and adaptive problem-solving skills
for applying artificial intelligence (AI) and other fast-evolving technologies to real-world
business challenges.
Effective Fall Semester 2026

~~MKT 250~~
BUS 250 Business Communication: Oral and Written Skills
Fall of every year. Spring of every year. Summer of every year. 3(3-0) P: Completion of Tier I
Writing Requirement ~~R: Open to sophomores or juniors in the Business - Admitted major.~~ R: Open
to undergraduate students in the Accounting major or in the Business - Admitted major or in the
Finance major or in the Human Resource Management major or in the Management major or in the
Marketing major or in the Supply Chain Management major.
Communication skills including use of digital media, delivery mechanics, persuasive
speaking, and preparation of executive briefs, memos, email messages.
~~SA: MGT 250~~ SA: MGT 250, MKT 250
Effective Fall Semester 2026

MBA 804 Applied Data Analysis for Managers
Fall of every year. Spring of every year. Summer of every year. 1 to 3 credits. RB: STT 315 R:
Open to MBA students or approval of department. Not open to students with credit in SCM 833.
Analysis of business and economic data to support managerial decision-making. Building,
interpreting, and applying time-series, regression, and forecasting models.
DELETE COURSE
Effective Fall Semester 2026

MBA 817 Designing and Delivering Impactful Business Presentations
Spring of every year. 1 to 3 credits. P: MBA 816 R: Open to MBA students.
Determining relevant presentation content based on audience analysis. Strategic design
of content. Oral presentation delivery using PowerPoint as a visual aid. Introduction to
effective question and answer methods in business environment.
Request the use of ET-Extension to postpone grading.
The work for the course must be completed and the final grade reported within 1 semester
after the end of the semester of enrollment.
DELETE COURSE
Effective Fall Semester 2026

PIM 803   Leadership Development
                 Spring of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business
                 and The Eli Broad Graduate School of Management or in the Master of Business Administration in
                 Integrative Management.
                        ~~Assessment and analysis of individual characteristics associated with effective leadership.
                        Identifying personal strengths that are important for developing one's leadership potential.
                        Planning for further capitalization on these strengths.~~ Equips students with the tools to
                        understand and evolve their leadership styles and capabilities. Through self-assessments
                        and leadership development frameworks, students will design actionable growth plans that
                        drive personal transformation and organizational impact.
                 Request the use of the Pass-No Grade (P-N) system.
                 Request the use of ET-Extension to postpone grading.
                 The work for the course must be completed and the final grade reported within 1 semester
                 after the end of the semester of enrollment.
                 Effective Fall Semester 2026

PIM 804   ~~Strategic Vision~~ Designing Innovation for Impact
                 ~~Spring of every year.~~ Fall of every year. Spring of every year. 1 to 3 credits. R: Open to MBA
                 students in the Eli Broad College of Business and The Eli Broad Graduate School of Management
                 or in the Master of Business Administration in Integrative Management.
                        ~~Supervised analysis of the student's employing organization, including interviewing the
                        CEO or senior leader with strategy formulation responsibilities.~~ Empowers students to
                        tackle complex business challenges using design thinking and strategic consulting tools.
                        Students explore and leverage market research, user-centered design, ideation, rapid
                        prototyping, and persuasive storytelling to create innovative solutions for real-world
                        clients, culminating in actionable recommendations. This course prepares leaders to drive
                        innovation in dynamic, uncertain environments by thinking boldly, collaborating effectively,
                        and executing strategically.
                 Request the use of the Pass-No Grade (P-N) system.
                 Request the use of ET-Extension to postpone grading.
                 The work for the course must be completed and the final grade reported within 1 semester
                 after the end of the semester of enrollment.
                 Effective Fall Semester 2026

PIM 811   ~~Financial Accounting Concepts~~ Financial Accounting & Reporting for Leaders
                 ~~Summer of every year.~~ Fall of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad
                 College of Business and The Eli Broad Graduate School of Management or in the Master of
                 Business Administration in Integrative Management.
                        ~~Financial reporting issues from a user's perspective. Measurement and reporting concepts
                        and issues. Analysis and use of financial accounting information for decision
                        making.~~ Essentials of financial accounting concepts and statements from a user's
                        perspective. Measurement and reporting concepts and issues. Analysis and use of
                        financial accounting information for executives and business decision making.
                 Request the use of ET-Extension to postpone grading.
                 The work for the course must be completed and the final grade reported within 1 semester
                 after the end of the semester of enrollment.
                 Effective Fall Semester 2026

PIM 812 ~~Managerial Accounting~~ <u>Performance Measurement & Control</u>
~~Fall of every year.~~ <u>Fall of every year. Spring of every year.</u> 1 to 3 credits. <u>P: PIM 811 or approval of department</u> R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.

~~The objective of this course is to provide essential tools and skills to enable you to make business decisions using accounting information. This course focuses on the preparation and use of accounting information for planning and control purposes.~~ <u>Trains students to become informed recipients and users of accounting information to support sound managerial decision making and strategy implementation. The course covers profitability analysis for products, customers, and business segments for decision making and planning purposes. The course also introduces accounting concepts facilitating strategy implementation such as responsibility accounting, budgeting and target setting, analysis of budget variance reports, financial performance measures and performance measurement systems, and management control systems.</u>
Effective Fall Semester 2026

PIM 813 ~~Information Systems~~ <u>Digital Transformation</u>
~~Fall of every year.~~ <u>Fall of every year. Spring of every year.</u> 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.

~~Role of information systems in contemporary business organizations. Strategic role of systems. Value and risk associated with digitization. Evaluation of information system investments. Application of course concepts to the work environment.~~ <u>This course examines information systems as strategic drivers of digital transformation and competitive advantage. Topics include AI, platforms, implementation, and governance of enterprise systems. Emphasis is on applying insights directly to participants' organizations to enhance value, agility, and innovation while managing risk.</u>
Effective Fall Semester 2026

PIM 821 ~~Managerial Economics~~ <u>Applied Economics for Strategic Decision making</u>
~~Fall of every year. Summer of every year.~~ <u>Summer of every year.</u> 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.

~~Economics of the firm, with applications. Demand, production and cost, pricing and strategic behavior.~~ <u>This course integrates microeconomic and macroeconomic concepts for business decision making. Students will learn to apply theories of demand, supply, costs, pricing, and market structures to optimize resources and achieve goals like profit maximization. At the macro level, students will be equipped with the tools to analyze how variables such as GDP, inflation, interest rates, and exchange rates evolve during expansions and recessions, shaping business conditions.</u>
Effective Fall Semester 2026

PIM 831 ~~Legal Environment of Business~~ <u>Business Law</u>
Spring of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.

~~The U.S. legal system. Interrelationship of law and ethics. Regulation of business by courts, state and federal statutes, and governments. Applications of course concepts to work environment.~~ <u>A concise, practical understanding of key legal concepts that impact business strategy and leadership. Topics include contracts, corporate governance, regulatory compliance, and risk management. Through real-world case studies and interactive analysis, students learn to identify legal risks, interpret legal frameworks, and make sound decisions that align with ethical standards and organizational goals.</u>
Effective Fall Semester 2026

PIM 841 ~~Corporate Finance~~ <u>Finance I: Investment Decisions</u>
Spring of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.
> ~~Valuation techniques for bonds and stocks. Investment decisions by firms. The relation between risk and return. Pricing models for risk. U.S. capital markets. Application of course concepts to work environment.~~ <u>Addresses discounted cash flow valuation of bonds, stocks, and corporate investments. Application of course concepts to the work environment.</u>
> Effective Fall Semester 2026

PIM 842 ~~Managerial Finance~~ <u>Finance II: Financial Decisions</u>
~~Spring of every year.~~ <u>Fall of every year. Spring of every year.</u> 1 to 3 credits. <u>P: PIM 841 or approval of department</u> R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.
> ~~Market efficiency, capital budgeting, security issues, dividend policy, capital structure, and bankruptcy costs. Agency problems between different stakeholders and option pricing. Application of course concepts to work environment.~~ <u>Explores the relation between risk and return, capital market efficiency, and capital structure decisions. Includes application of course concepts to the work environment.</u>
> Effective Fall Semester 2026

PIM 851 ~~Business Analytics and Management Decision Making~~ <u>Data-driven Decision making</u>
Fall of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.
> ~~Business analytics in shaping competitive advantage and business transformation. Examination of how data visualization and predictive modeling provides new venues of managerial decision-making. Examples from different domains such as marketing, finance, supply chain and human resources.~~ <u>Prepares participants to harness data science, AI, and business intelligence for strategic advantage. Covers predictive modeling, machine learning, data visualization and storytelling, with applications across various business functions. Emphasis is on interpreting insights and applying them to real-world decisions in a rapidly evolving digital landscape.</u>
> Effective Fall Semester 2026

PIM 852 Negotiation
Fall of every year. Spring of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.
> ~~Negotiation strategies and planning steps, analysis of leverage, tactics for creating and claiming value, and strategies for resolving conflicts. Addresses the complexities of adding multiple parties, using agents, and involving third parties in negotiation and conflict resolution.~~ <u>Negotiation strategies and planning steps, analysis of leverage, tactics for creating and claiming value, and strategies for resolving conflicts. Addresses the complexities of negotiating with multiple parties, using agents, and across cultural boundaries.</u>
> Effective Fall Semester 2026

PIM 853 ~~Human Resource Management~~ <u>Human Resources & Talent Management</u>
Fall of every year. Spring of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.
> ~~This course addresses how organizations and managers can effectively attract, select, motivate, retain, develop, and otherwise optimally utilize their human resources.~~ <u>Addresses the management of organizational talent, including understanding the HR environment and the processes of attracting, hiring, motivating, rewarding, and developing individuals in organizations.</u>
> Effective Fall Semester 2026

PIM 862 ~~Customer and Competitor Analysis~~ <u>Marketing I: Customer Analysis</u>
Spring of every year. 1 to 3 credits. R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.

> ~~Assessment of consumer and organizational buying behavior processes and competitive environments. Competitive strategies and customers' needs, wants, motivations, and behaviors throughout the value-added chain. Application of course concepts to work environment.~~ <u>Develops expertise in identifying and addressing customer needs to create sustainable competitive advantage in today's digital marketplace. Topics covered: Customer journey mapping and segmentation strategies; Data-driven customer insights and market analysis; Value proposition design for diverse industries; Initial development of strategic marketing plan components.</u>
> Effective Fall Semester 2026

PIM 863 ~~Marketing Systems~~ <u>Marketing II: Systems & Strategy</u>
Spring of every year. 1 to 3 credits. <u>P: PIM 862 or approval of department</u> R: Open to MBA students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Master of Business Administration in Integrative Management.

> ~~Marketing decision making within global, customer, economic, ecological, and competitive environments. Gathering and analyzing marketing information. Developing strategies to guide the organization and operational market plans. Application of course concepts to work environment.~~ <u>Builds on 862 and focuses on creating and implementing effective marketing strategies that drive business results in complex competitive environments. 4Ps: Integrated product, pricing, channel, and communication strategies; Digital marketing execution and performance measurement; Marketing ROI and financial impact analysis; Completion of comprehensive strategic marketing plan.</u>
> Effective Fall Semester 2026

PIM 884 AI Governance
Fall of every year. 1 to 3 credits. R: Open to graduate students in the Eli Broad College of Business and The Eli Broad Graduate School of Management or in the Business Data Science and Analytics Major or approval of college.
NEW
> This course explores how organizations can adopt artificial intelligence responsibly, balancing innovation with ethical, legal, and societal considerations. Students examine issues such as data privacy, algorithmic bias, transparency, accountability, and regulatory frameworks, with a focus on business applications. Through case studies and applied exercises, students learn how to design and evaluate governance practices that ensure AI creates value while aligning with organizational goals and stakeholder trust
> Effective Fall Semester 2026

FI 426 Financial Technology
Spring of every year. 3(3-0) P: FI 311 RB: Finance R: Open to juniors or seniors in the Finance major.
NEW
> Navigating the ongoing disruption of financial services and exploring technology-driven solutions designed to enhance traditional financial practices. Discovering foundational concepts of FinTech and how technology, coupled with regulatory and market changes, has revolutionized traditional financial services.
> Effective Spring Semester 2026

FI 458 Equity Portfolio Management
Spring of every year. 3(3-0) P: FI 457 RB: Experience in Excel and Accounting R: Open to undergraduate students in the Finance major.
NEW
> Equity portfolio management for the Student Investment Fund (SIF). Manage stocks in the portfolio. Become sector experts and generate new ideas from the SP 400 index. Generate monthly portfolio performance reports. Learn portolio strategies and analytics.
> Effective Spring Semester 2026

FI 492   Additional Topics in Finance
Fall of every year. Spring of every year. ~~1 to 4 credits.~~ <u>3(3-0)</u> A student may earn a maximum of 9 credits in all enrollments for this course. ~~R: Open to juniors or seniors in the Eli Broad College of Business and The Eli Broad Graduate School of Management or approval of department.~~ <u>R: Open to students in the Finance major or in the Financial Planning and Wealth Management Minor or in the Insurance and Risk Management Minor or approval of department.</u>

       Current and emerging issues in finance to supplement and enrich existing courses.
       Effective Fall Semester 2026

FI 844   Corporate Financial Strategies
Fall of every year. ~~1 to 3 credits.~~ <u>3(3-0)</u> P: MBA 822 or approval of department ~~RB: FI 851 or FI 845~~ <u>RB: FI 850 or FI 845</u> ~~R: Open to MBA students or approval of department.~~ <u>R: Open to MBA students and open to master's students in the Finance Major.</u>

       Applying financial strategies to managerial decision making.
       Effective Fall Semester 2026

FI 845   ~~Financial Modeling and Simulation I~~ <u>Financial Modeling and Simulation</u>
Fall of every year. Spring of every year. ~~1 to 3 credits.~~ <u>3(3-0)</u> ~~P: MBA 822 or approval of department~~ <u>P: FI 801 or MBA 822 or approval of department</u> ~~RB: FI 851 R: Open to master's students in the Finance Major and open to MBA students or approval of department.~~ <u>R: Open to master's students in the Accounting major or in the Finance major or in the Financial Planning and Wealth Management Major and open to MBA students or approval of department.</u>

       ~~Applications of financial theory through computer modeling. Financial forecasting, cash flow modeling, and valuation.~~ <u>Applications of financial theory through computer modeling. Financial forecasting, cash flow modeling, valuation, risk analysis and simulation, Dashboards.</u>
       Effective Fall Semester 2026

FI 850   ~~Introduction to Investments I~~ <u>Introduction to Investments</u>
Spring of every year. ~~1 to 3 credits.~~ <u>3(3-0)</u> P: MBA 822 or approval of department ~~R: Open to master's students in the Finance Major and open to MBA students or approval of department.~~ <u>R: Open to master's students and open to MBA students or approval of department.</u>

       ~~Essential financial theories and quantitative tools related to the field of investments. Topics include behavior and distribution of stock returns, mean-variance optimization model of portfolio selection, basic asset pricing theories and market efficiency.~~ <u>Essential financial theories and quantitative tools related to the field of investments. Topics include behavior and distribution of stock returns, mean-variance optimization model of portfolio selection, basic asset pricing theories and market efficiency. Investment management, portfolio performance evaluation, active portfolio management, essentials of bonds and derivatives, and essentials of international diversification.</u>
       Effective Fall Semester 2026

FI 852   ~~Financial Derivatives I~~ <u>Financial Derivatives</u>
Spring of every year. ~~1 to 3 credits.~~ <u>3(3-0)</u> ~~P: FI 851 or approval of department~~ <u>P: FI 850 or approval of department</u> R: Open to master's students in the Finance major and open to MBA students or approval of department.

       ~~Introduction to pricing, trading strategies, and hedging applications of forward and futures contracts, swaps, and options.~~ <u>Pricing, trading strategies, and hedging applications of forward, futures, swaps, and option contracts.</u>
       Effective Fall Semester 2026

FI 853   Debt and Money Instruments and Markets
Fall of every year. ~~1 to 3 credits.~~ <u>3(3-0)</u> ~~P: FI 851 or approval of department~~ <u>P: FI 850 or approval of department</u> R: Open to master's students in the Finance Major and open to MBA students or approval of department.

       ~~Fixed-income security markets. Valuation of traded instruments.~~ <u>Fixed-income security markets. Valuation of traded instruments. Advanced fixed-income securities models.</u>
       Effective Fall Semester 2026

FI 859   Mergers and Acquisitions
~~Fall of every year.~~ Spring of every year. ~~1 to 3 credits.~~ 3(3-0) P: MBA 822 or approval of department R: Open to master's students in the Finance Major and open to MBA students or approval of department.
            Provides a broad overview of corporate mergers and acquisitions from the finance perspective.
            Effective Fall Semester 2026

FI 860   Multinational Corporate Finance
Fall of every year. ~~1 to 3 credits.~~ 3(3-0) ~~P: MBA 822 or approval of department~~ P: MBA 822 or FI 801 or approval of department ~~R: Open to master's students in the Finance Major and open to MBA students or approval of department.~~ R: Open to master's students and open to MBA students or approval of department.
            Corporate financial management in a multinational setting.
            Effective Fall Semester 2026

FI 869   Entrepreneurial Finance and Venture Capital
Spring of every year. ~~1 to 3 credits.~~ 3(3-0) ~~P: MBA 822~~ P: MBA 822 or approval of department R: Open to master's students in the Finance major and open to MBA students.
            ~~Introduction to the financing and valuation of entrepreneurial startups, venture capital and private equity. How to prepare a successful business plan to raise financing from venture capitalists. Structuring venture capital and private equity deals.~~ Introduction to the financing and valuation of entrepreneurial startups, venture capital, and private equity. How to prepare a successful business plan to raise financing from venture capitalists. Structuring venture capital and private equity deals.
            Effective Fall Semester 2026

FI 872   ~~Financial Data Analytics I~~ Financial Data Analytics
Fall of every year. ~~1 to 3 credits.~~ 3(3-0) R: Open to MBA students or approval of department.
            ~~Introduction to the analysis of real-world financial data in a variety of settings. Applying textual analysis to large documents, identifying "sentiment" in Google search data, and back-testing trading strategies. Developing the programming skills necessary to both collect and prepare data for analysis. Identifying, downloading, cleaning, and shaping data.~~ Introduction to the analysis of real-world financial data in a variety of settings including applying textual analysis to large documents, identifying "sentiment" in social media data, and back-testing trading strategies. Developing the programming skills necessary to identify, collect, clean, shape, and analyze data.
            Effective Fall Semester 2026

FI 875   ~~Behavioral Finance I~~ Behavioral Finance
Spring of every year. ~~1 to 3 credits.~~ 3(3-0) P: FI 850 or approval of department ~~R: Open to graduate students in the Business – Admitted major.~~ R: Open to master's students in the Finance Major and open to MBA students or approval of department.
            Examination of the effect of cognitive and psychological biases on financial decision-making. Analysis of the related consequences for market prices, investor performance, and corporate management.
            Effective Fall Semester 2026

MGT 315   Managing Human Resources and Organizational Behavior
Fall of every year. Spring of every year. Summer of every year. 3(3-0) RB: Programs for which MGT 315 is a catalog-listed requirement. ~~R: Open to juniors or seniors in the Accounting major or in the Finance Major or in the Marketing Major or in the Supply Chain Management Major or in the Business - Admitted major or in the Human Resource Management Major or in the Management Major.~~ R: Open to juniors or seniors or sophomores in the Accounting major or in the Business - Admitted major or in the Finance major or in the Human Resource Management major or in the Management major or in the Marketing major or in the Supply Chain Management major.
            ~~Formulation and administration of human resource policies in the business enterprise. Personnel planning, job analysis and evaluation, staffing. Compensation and labor relations. Employee safety. Training, development, and performance appraisal. Issues of diversity and ethics.~~ Introduction to evidence-based Human Resource Management and Organizational Behavior practices, including workforce planning and selection, performance management, legal issues, diversity and ethics, motivation and employee well-being, groups and teams, decision making, negotiation, and leadership.
            SA: MGT 310
            Effective Fall Semester 2026

MGT 409   ~~Business Policy and Strategic Management~~ Strategic Management
Fall of every year. Spring of every year. Summer of every year. 3(3-0) P: MKT 300 and SCM 303 and FI 311 R: Open to seniors in the Accounting major or in the Finance Major or in the Marketing Major or in the Supply Chain Management Major or in the Human Resource Management Major or in the Management Major.
            ~~Techniques for building and maintaining consistent and effective policy and strategy. Major functions within a firm. Strategic integration, ethics, and international competition.~~ Concepts and frameworks for analyzing and developing strategies for organizations. Emphasis given to the general management perspective and gaining competitive advantage.
            Effective Fall Semester 2026

COLLEGE OF EDUCATION

ED 810   AI and Pedagogy in Collegiate Contexts
Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. RB: Desire to learn about and help shape the use of AI in higher education classrooms. Some prior use of AI tools. R: Open to master's students. Not open to students with credit in ED 910.
NEW   Develop strategies to help faculty integrate AI into their collegiate teaching practices using hands-on projects and collaborative partnerships.
            Effective Spring Semester 2026

ED 910   AI and Pedagogy in Collegiate Contexts
Fall of every year. Spring of every year. 3(3-0) A student may earn a maximum of 6 credits in all enrollments for this course. RB: Desire to learn about and help shape the use of AI in higher education classrooms. Some prior use of AI tools. R: Open to doctoral students. Not open to students with credit in ED 810.
NEW   Develop strategies to help faculty integrate AI into their collegiate teaching practices using hands-on projects and collaborative partnerships.
            Effective Spring Semester 2026

COLLEGE OF MUSIC

MUS 145   Class Instruction in Voice I
Fall of every year. Spring of every year. 1(1-1) R: Open to students in the College of Music or in the Music Education Major or approval of college.
            Rules of pronunciation. Vocal techniques.
            Effective Fall Semester 2025

MUS 182   Ear Training and Sight Singing I
Fall of every year. 1(1-1) ~~P: MUS 180 or concurrently~~ <u>P: MUS 187 or concurrently</u> R: Open to students in the College of Music.
> Dictation, melody singing using solfege (movable do) syllables, intervals to octave, error detection, quarter note values in rhythm, part singing.
> Effective Fall Semester 2026

MUS 183   Ear Training and Sight Singing II
Spring of every year. 1(1-1) ~~P: MUS 182 and (MUS 181 or concurrently)~~ <u>P: MUS 182</u> R: Open to students in the College of Music.
> Dictation, singing melodies in major and minor keys. Simple modulation, chromatic alteration, error detection, rhythms, triads and components, part singing.
> Effective Fall Semester 2025

MUS 282   Advanced Ear Training and Sight Singing I
Fall of every year. 1(1-1) ~~P: MUS 183 and (MUS 280 or concurrently)~~ <u>P: MUS 183</u>
> Dictation including recognition of triads, functions, cadences, seventh-chord harmonies, chord components. Two-and four-part dictation and singing.
> Effective Fall Semester 2025

MUS 283   Advanced Ear Training and Sight Singing II
Spring of every year. 1(1-1) ~~P: MUS 282 and (MUS 281 or concurrently)~~ <u>P: MUS 282</u> <u>R: Open to students in the College of Music.</u>
> Recognition of harmonic functions in major keys, minor keys, and modulations. Dictation in two-and four-part textures including augmented-sixth chords and nonharmonic tones.
> Effective Fall Semester 2025

MUS 337   Conducting for Music Performance Majors
Spring of every year. 1(1-1) ~~P: MUS 281~~ <u>P: MUS 285</u> ~~R: Open to undergraduate students in the Music Performance Major and open to undergraduate students in the Composition major.~~ <u>R: Open to students in the College of Music and open to undergraduate students.</u>
> Beat patterns, clefs, and transpositions of string, wind, and percussion instruments. Score reading and analysis. Rehearsal techniques.
> Effective Fall Semester 2025

MUS 409   American Music
Fall of odd years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>
> Music in American life with an emphasis on historical, folk music, art music, sacred music, and popular genres.
> Effective Fall Semester 2025

MUS 410   Jazz History
Fall of every year. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>
> Survey of jazz from its beginnings in African American aural traditions to the present.
> Effective Fall Semester 2025

MUS 419   Baroque Music
Spring of odd years. 2(2-0) ~~P: MUS 211 and MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>
> Developments in musical forms and styles from 1600-1750.
> Effective Fall Semester 2025

MUS 420   Music of the 18th Century
Spring of even years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Late baroque and early classical traditions: styles, genres, forms, theories, aesthetics, performance practices, instruments, and masterworks in sociopolitical context. Aural and score analysis of representative works.
> Effective Fall Semester 2025

MUS 421   Music of the 19th Century
Spring of odd years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Late classical and romantic period traditions: styles, genres, forms, theories, aesthetics, performance practice, instruments and masterworks in sociopolitical context. Aural and score analysis of representative works.
> Effective Fall Semester 2025

MUS 422   Music of the 20th Century
Fall of every year. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Twentieth-century styles, genres, forms, theories, aesthetics, performance practices, instruments and masterworks in sociopolitical context. Aural and score analysis of representative works.
> Effective Fall Semester 2025

MUS 423   History of Opera
Fall of odd years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Musical, cultural, and social significance of opera since 1600.
> Effective Fall Semester 2025

MUS 424   Music, Sexuality, and Gender
Fall of even years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> RB: Basic knowledge of Western music history and musical forms. ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Inclusion and exclusion of women from histories of music. Comparison of historical women music-makers with contemporary women music-makers.
> Effective Fall Semester 2025

MUS 425   Music of South Asia and Its Diaspora
Fall of odd years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Music associated with the cultures of South Asian India and Pakistan, and South Asian musical practices in its Diaspora.
> Effective Fall Semester 2025

MUS 426   Music of Africa
Spring of odd years. 2(2-0) ~~P: MUS 211 or MUS 212~~ <u>P: MUS 214</u> ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ <u>R: Open to juniors or seniors or graduate students in the College of Music or approval of college.</u>

> Music associated with the cultures of Africa.
> Effective Fall Semester 2025

MUS 427   Early Music
Spring of odd years. 2(2-0) ~~P: MUS 212~~ P: MUS 214 ~~R: Open to undergraduate students in the College of Music.~~ R: Open to juniors or seniors or graduate students in the College of Music or approval of college.
> Exploration of musical styles of the Middle Ages and Renaissance globally. Understanding how contact between different cultures resulted in new musical practices.
> Effective Fall Semester 2025

MUS 428   Topics in Musicology
Fall of every year. Spring of every year. 2(2-0) P: MUS 214 ~~R: Open to students in the College of Music.~~ R: Open to juniors or seniors or graduate students in the College of Music or approval of college.
> Focused study of topics in Musicology and Ethnomusicology not covered by regular course offerings. Topic varies by semester.
> Effective Fall Semester 2025

MUS 429   Music of East Asia
Fall of even years. 2(2-0) ~~P: MUS 211 or MUS 212~~ P: MUS 214 ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ R: Open to juniors or seniors or graduate students in the College of Music or approval of college.
> Music associated with the cultures of East Asia.
> Effective Fall Semester 2025

MUS 430   Music of the Caribbean
Spring of even years. 2(2-0) ~~P: MUS 211 or MUS 212~~ P: MUS 214 ~~R: Open to juniors or seniors in the College of Music or approval of college.~~ R: Open to juniors or seniors or graduate students in the College of Music or approval of college.
> Music with the cultures of the Caribbean.
> Effective Fall Semester 2025

MUS 431   Indigenous Music in North America
Spring of odd years. 2(2-0) P: MUS 214 ~~R: Open to students in the College of Music.~~ R: Open to juniors or seniors or graduate students in the College of Music or approval of college.
> An Ethnomusicological study of Indigenous music and dance practices in North America.
> Effective Fall Semester 2025

MUS 489   Screen Scoring
NEW
Fall of every year. 2(2-0) R: Open to juniors or seniors or graduate students or approval of college.
> Screen Scoring aims to provide students with hands-on experience in creating music for the screen, including film, television, and video games. The course is structured around two major components: lectures that focus on the literature and practice of screen music, and scoring workshops that emphasize musical composition and technology.
> Effective Fall Semester 2026

RESIDENTIAL COLLEGE IN ARTS AND HUMANITIES

RCAH 202   The Presence of the Past
Fall of every year. 4(4-0) R: Open to undergraduate students in the Residential College in the Arts and Humanities. ~~C: RCAH 111 concurrently~~ C: RCAH 111 concurrently
> Cultural significance of main currents in world history. Ethical challenges. Experiential learning activities. Dilemmas of future engagement. Career implications.
> DELETE COURSE
> Effective Summer Semester 2026

RCAH 203   Transcultural Relations through the Ages
Fall of every year. Spring of every year. 4(4-0) P: (RCAH 112 and RCAH 202) and completion of Tier I writing requirement R: Open to undergraduate students in the Residential College in the Arts and Humanities and not open to freshmen. Not open to students with credit in RCAH 205.

Key theoretical issues in the study of transcultural relationships. Broad historical perspective. Earliest development of societies. Interaction of early cultures. Crucial technological developments. Transcultural interactions today.
SA: RCAH 201
<u>DELETE COURSE</u>
Effective Summer Semester 2026