

Dear Prospective Graduate Student:

Thank you for your interest in the graduate programs offered by the College of Business at the University of Michigan-Dearborn. Our master degree programs include the following.

Master of Business Administration (MBA) Program. The MBA program is designed for individuals with undergraduate degrees in any academic discipline. The curriculum has both breadth and depth designed to provide integrated business knowledge and skills from a generalist perspective. Students may choose optional concentrations tailored to their interests, in Finance, International Business, Information Systems, Marketing, Accounting, or Supply Chain Management. The MBA curriculum is 60 credits and waivers for those with prior business coursework could reduce the requirements to as few as 36 credits.

Master of Science in Accounting (MS-Accounting) Program. The 30 credit MS-Accounting focuses on the needs of both corporate, public and tax accounting. The MS-Accounting program is an ideal way for those pursuing the CPA certificate to earn an advanced degree while meeting the 150 hour requirement by most State Boards of Public Accountancy.

Master of Science in Finance (MS-Finance) Program. The 30-credit MS-Finance program is designed to provide the depth of specialization necessary for success in the complex and dynamic financial profession, including careers in financial institutions, corporate finance, and investments.

Master of Science in Information Systems (MS-IS) Program. The Master of Science in Information Systems (MS-IS) serves the needs of current IS professionals who wish to continue their current educational path, as well as provide alternative career training for those who wish to earn a professional degree to compliment their liberal arts or other non-IS education. Courses are offered through online courses. The MS-IS curriculum is 48 credits and waivers for those with prior business coursework could reduce the requirements to as few as 30 credits.

Dual Degree Programs. There are currently three Dual degree programs available. Students may earn both the MBA and a second Masters degree through a combined curriculum. This includes a Dual MBA/MS-Finance (75 credits), a Dual MBA/MSE in Industrial and Systems Engineering (66 credits), and a Dual MBA/Master of Health Services Administration (from UM-Ann Arbor School of Public Health; 81 credits).

The availability of online classes allows students greater flexibility in scheduling and opens the MBA and MS-Finance and MS- Information Systems to those whose work schedules, travel demands, or lifestyles make it difficult to enroll in a traditional campus program. There is no distinction between the degree or courses offered on-campus or online – they are the same degree, same diploma, same curriculum, with the same courses taught by the same full-time faculty.

Whether you choose the MBA, MS-Accounting, MS-Finance, MS-IS or one of our Dual Degree programs, you may be assured of a high quality University of Michigan-Dearborn degree tailored to the needs of working professionals. The College of Business is accredited by AACSB International - The Association to Advance Collegiate Schools of Business.

If you have any questions or if we can be of assistance to you, please do not hesitate to contact the College's Student Services Office at (313) 593-5460 or visit our website at www.cob.umd.umich.edu/grad.

Sincerely,

Mary Howard
Graduate Programs Director
College of Business

Julie Tigani
Graduate Admissions Coordinator
College of Business

Applicant Checklist

- Submit application and application fee.
- Order an official academic transcript from each college and university attended, including the University of Michigan-Dearborn.
- Take GMAT, have score sent to UM-Dearborn.
Exceptions Policy for GMAT Scores applies to MS-Finance, MS-Accounting and MS-MIS applicants who meet certain provisions as noted on the reverse side of this instruction page.
- Take TOEFL, IELTS or MELAB, if required; have score sent to UM-Dearborn.
- Submit Employment History. On a separate sheet or in a resume, please detail your employment history, beginning with your current position.
- Submit Awards & Achievements listing. On a separate sheet, please detail your Awards and Achievements including distinctions, honors, awards for academic achievement or community service, membership and positions held in professional or volunteer organizations, clubs, athletics, or other community or campus activities.
- Submit Statement of Career Plans. On a separate sheet, please describe your post-graduation career plans. How will your education, experience, and development to date support those plans? How will a graduate business degree help you attain your goals?
- One Letter of Recommendation is required. A form is included with the application for admission.

APPLICATION FOR GRADUATE ADMISSION

APPLY ONLINE at <http://www.cob.umd.umich.edu/352701>.



To receive full consideration for your application, please provide complete information, sign, date, and return the application with application fee to the College of Business Student Services Office. If you need assistance with the application process, please call the College of Business at (313) 593-5460 or email gradbusiness@umd.umich.edu.

HOW TO COMPLETE THE APPLICATION

Please refer to the Graduate Programs Bulletin for complete information on the application process. The Bulletin is included with the Admission Information Packet and is also available online at <http://www.cob.umd.umich.edu/grad>.

Transcripts: An official academic transcript from each college and university attended, including the University of Michigan-Dearborn, must be submitted to the College of Business. To be considered official, transcripts must come directly from one university to another or be received by our office in a sealed envelope with the issuing University's stamp/signature over the seal. When requesting transcripts from one of the three University of Michigan campuses (Ann Arbor, Dearborn, or Flint), inter-office copies are sufficient for admission consideration.

Graduate Management Admission Test Score Report (GMAT)

GMAT Verbal and Quantitative scores will be heavily considered in the admission decision. Applications to the MBA Program will not be considered without GMAT scores. Exceptions to the GMAT requirement may be considered for MS-Accounting, MS-Finance, and MS-MIS applicants, as noted on the reverse side of this instruction page and as specified in the Graduate Programs Bulletin, available online at <http://www.cob.umd.umich.edu/grad>.

Work Experience

A minimum of two years of full-time professional work experience, including cooperative education and internships, is required for admission to the MBA degree program. This requirement is typically met through work experience obtained after completing your bachelor degree. The two-year work experience minimum may be waived for individuals with exceptionally strong academic records and GMAT scores. Applicants with questions regarding work experience are encouraged to contact the Graduate Admissions Coordinator at gradbusiness@umd.umich.edu or (313) 593-5460.

Applicants to the MS in Accounting, MS in Finance and MS in MIS programs are considered with less than two years of professional work experience.

Letter of Recommendation, Awards & Achievements, Statement of Career Plans

One letter of reference is required and a form is included in the application for this purpose. On separate sheets of paper list your Awards & Achievements and provide your Statement of Career Plans.

Submission of Applications Materials

The completed application form and all supporting documents should be mailed to the College of Business Student Services Office, University of Michigan-Dearborn, 168 Fairlane Center South, 19000 Hubbard Drive, Dearborn, Michigan 48126-2638. Inquiries on the status of applications should be directed to (313) 593-5460 or gradbusiness@umd.umich.edu.

All credentials and documents submitted become the property of the University of Michigan-Dearborn College of Business.

Exceptions Policy for GMAT Scores

Applicants to the MS in Accounting, MS in Finance, and MS in Management Information Systems degree programs who meet certain provisions will be considered for admission without submitting a GMAT score. If, upon review by the Graduate Programs Office, the applicant is considered admissible without a GMAT score, that requirement will be waived. The following provisions qualify an applicant to be considered for the GMAT waiver:

- A bachelor degree in business with a cumulative gpa of 3.20 or higher, earned within five years of admission to the MS programs, from a business school accredited by AACSB-International.
- An advanced degree (e.g. master's, doctorate, JD, etc.) in business, economics, law, or related field, or in a discipline involving a significant quantitative component (e.g. engineering, science, statistics).
- CPA, CFA or CFM certification.

The College of Business reserves the right to request a GMAT score from an applicant even if these conditions are met. Information on the GMAT is available at <http://www.mba.com>.

Graduate Degree Programs in the College of Business

Master of Business Administration – evening and online

Master of Science in Accounting – evening

Master of Science in Finance – evening and online

Master of Science in Management Information Systems – online

Dual Degree Programs – evening and online

MBA and MS in Finance

MBA and MSE-Industrial & Systems Engineering

MBA and MHSA (Master of Health Services Administration, Ann Arbor)

For more information please contact:

Julie K. Tigani, Graduate Admissions Coordinator
Phone: (313) 593-5460 E-mail: tigani@umd.umich.edu
University of Michigan-Dearborn, College of Business
19000 Hubbard Drive, Room 168 Fairlane Center South Building
Dearborn, Michigan 48126-2638
<http://www.cob.umd.umich.edu/grad>



The College of Business' graduate and undergraduate degree programs are accredited by AACSB-International, The Association to Advance Collegiate Schools of Business. AACSB-International is the premier accreditation agency for business schools.

Note: The above information is based on current (November 2008) College of Business admissions policies and curriculum. Applicants are subject to the program's admissions policies and curriculum in effect at the time of admission to the program.

APPLICATION FOR GRADUATE ADMISSION

ENROLLMENT INFORMATION			
What academic term are you applying for? <input type="checkbox"/> Fall term 20 __ <input type="checkbox"/> Winter term 20__ <input type="checkbox"/> Summer term 20 __	Will attend: <input type="checkbox"/> Full Time (9 hours or more per term) <input type="checkbox"/> Part Time (6 hours or less per term)		
AREAS OF STUDY			
<input type="checkbox"/> Master of Science in Accounting-Financial Acctg Concentration <input type="checkbox"/> Master of Science in Accounting-Taxation Concentration <input type="checkbox"/> Master of Science in Finance <input type="checkbox"/> On-Campus <input type="checkbox"/> Online <input type="checkbox"/> Master of Science in Management Information Systems (online) Dual Degree Programs: <input type="checkbox"/> Master of Business Administration (MBA) and MS in Finance <input type="checkbox"/> On-Campus <input type="checkbox"/> Online <input type="checkbox"/> Master of Business Administration (MBA) and MSE-I&SE <input type="checkbox"/> On-Campus <input type="checkbox"/> Online <input type="checkbox"/> Master of Business Administration (MBA) and MHSA <input type="checkbox"/> On-Campus <input type="checkbox"/> Online (MBA courses only)	Master of Business Administration (MBA) Program <input type="checkbox"/> On-Campus <input type="checkbox"/> Online Expected MBA Concentration: <input type="checkbox"/> Accounting <input type="checkbox"/> Finance (also available online) <input type="checkbox"/> International Business <input type="checkbox"/> Management Information Systems (also available online) <input type="checkbox"/> Marketing <input type="checkbox"/> Supply Chain Management <input type="checkbox"/> No concentration <input type="checkbox"/> Undecided		
APPLICANT INFORMATION			
US Social Security Number or UM ID Number	Birthdate (mm/dd/yyyy)	Birthplace	Gender <input type="checkbox"/> Female <input type="checkbox"/> Male
Last Name	First Name	Middle Name	Former Name
Permanent Mailing address			
City	State	Zip Code	Country
Home Phone	Office/Cell Phone	Email address	
Residency: Are you a resident of Michigan: <input type="checkbox"/> Yes <input type="checkbox"/> No Since what date have you continuously lived in Michigan? _____ (month/year) Michigan Residency: If you claim Michigan resident status, you may be required to give additional information to qualify for Michigan Residency. For information about claiming residency and to obtain the necessary forms, please visit www.umich.edu/~regoff/resreg.html .			
Citizenship: <input type="checkbox"/> US Citizen <input type="checkbox"/> Non-Citizen (Country of Citizenship) _____ Non-U.S. Citizen only: <input type="checkbox"/> U.S. Permanent Resident: Alien Registration Number _____ Date Issued _____ (Include a photocopy of both sides of your Alien Registration Card with this application.) <input type="checkbox"/> Temporary visa holder: visa you have or plan to obtain (such as F-1, H-1) _____ <input type="checkbox"/> Other status (such as refugee) _____			
Race/Ethnicity (Optional) Information is being collected for state and federal reporting requirements, as well as for statistical purposes. It is not used in the admission process and will have no bearing on your admission status. 1. Are you Hispanic or Latino? Choose only one: <input type="checkbox"/> No, not Hispanic or Latino (Please answer question 2) <input type="checkbox"/> Yes, Hispanic or Latino (person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. If multiracial, answer question 2) 2. What is your race? Select one or more. <input type="checkbox"/> American Indian or Alaska Native (person having origins in any of the original peoples of North and South America, including Central America, and who maintains tribal affiliation or community attachment) <input type="checkbox"/> Asian (person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan Korea, Malaysia, Pakistan, the Philippines Islands, Thailand and Vietnam) <input type="checkbox"/> Black or African American (person having origins in any of the black racial groups of Africa) <input type="checkbox"/> Native Hawaiian or Other Pacific Islander (person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands) <input type="checkbox"/> White (person having origins in any of the original peoples of Europe, the Middle East, or North Africa)			

TEST INFORMATION

GMAT: Date when you took or plan to take the Graduate Management Admission Test (GMAT)? _____(month/year)

Native Language _____

If English is not your native language, indicate when the TOEFL, IELTS or MELAB was/will be taken: _____(month/year)

EDUCATIONAL HISTORY

Please list in reverse chronological order all universities, colleges, and community colleges that you have attended. You may provide this information on a separate sheet or in a resume enclosed with this application.

College or University	Location (city, state, country)	Dates Attended	Degree Earned

ADMISSION PREREQUISITES

Please provide the university, course number, and date taken for the courses that satisfy the admission prerequisites for your intended degree program. The faculty expects every student to be proficient in the use of personal computers for word processing and spreadsheets, including spreadsheet math and statistical functions.

Admission Prerequisite	MBA (includes dual degree programs) and MS-Management Information Systems	MS-Finance	MS-Accounting
Pre-calculus/finite math			
Statistics ¹			<i>not required</i>
Financial Accounting	<i>not required</i>		
Managerial Accounting	<i>not required</i>	<i>not required</i>	
Asset Accounting	<i>not required</i>	<i>not required</i>	
Cost Accounting	<i>not required</i>	<i>not required</i>	
Equity Accounting	<i>not required</i>	<i>not required</i>	
Federal Income Taxation Accounting	<i>not required</i>	<i>not required</i>	
Accounting Information Systems	<i>not required</i>	<i>not required</i>	
Auditing	<i>not required</i>	<i>not required</i>	

¹If Dual MBA/MSE, check with IMSE department for the statistics prerequisite for admission to the MSE-IMSE program.

WORK EXPERIENCE, AWARDS & ACHIEVEMENTS, STATEMENT OF CAREER PLANS

On separate sheets of paper, please submit your work experience (detailed resume); awards and achievements (distinctions, honors, awards for academic achievement or community service, membership and positions held in professional or volunteer organizations, clubs, athletics, or other community or campus activities); and Statement of Career Plans (describe your post-graduation career plans. How will your education, experience, and development to date support those plans? How will a graduate business degree help you attain your goals?). For additional information, please see the Graduate Programs Bulletin at <http://www.cob.umd.umich.edu/grad>.

SIGNATURE

All information in or accompanying this application is correct and complete to the best of my knowledge. I understand that any misrepresentation or omission of facts in application materials will justify the denial or cancellation of admission to the College of Business before or after enrollment.

1. Have you ever been expelled, suspended, or placed on probation by any secondary school or college you have attended, for reason of academic dishonesty or because of an offense that harmed or had the potential to harm others? Yes No
2. Have you ever been convicted of a criminal offense other than a minor traffic violation, or been found to be delinquent by a juvenile court, or are there such charges currently pending against you at this time? Yes No

If you answer yes to either of these questions, you must submit a statement of explanation.

I give permission to the following person to contact the Program on my behalf during the application process: (optional)

Applicant's Signature (required)

Date

RECOMMENDATION FOR GRADUATE ADMISSION

Applicant: please provide all information requested in this top section. Print your name and the last four digits of your social security number as they appear on your application to insure that this recommendation will be matched with your application file. If you do not have a social security number, please provide your month and day of birth (mm/dd). Sign on the appropriate line.

Applicant's Name, Last (Family)	First	Middle	Last 4 digits of Social Security Number or month and day of birth (mm/dd)
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Under the provisions of the Family Education Rights and Privacy Act of 1974, you (if admitted and enrolled) will have access to the information provided unless you have waived such access. Please sign and date below to inform us of your decision.

I hereby waive my right of access to the information recorded below. **OR** I do not waive my right of access to the information recorded below.

Signature of applicant	Date	Signature of applicant	Date
------------------------	------	------------------------	------

Recommender: the person whose name appears above is applying for admission to a graduate program in the College of Business at the University of Michigan-Dearborn. Unless the applicant has signed the waiver set out above, he or she has the right of access to and may inspect and review this form when completed, if the applicant is admitted to and enrolled as a student at the University of Michigan-Dearborn. The Admissions Committee requests your evaluation of the applicant's scholastic aptitude and personal motivation for graduate study.

How well and in what capacity have you known the applicant?

In comparison with other college students you have known, how does this applicant compare with respect to the following qualities?

	Outstanding	Above Average	Average	Below Average	Insufficient Information
Leadership ability	_____	_____	_____	_____	_____
Intellectual ability	_____	_____	_____	_____	_____
Ability in oral expression	_____	_____	_____	_____	_____
Ability in written expression	_____	_____	_____	_____	_____
Ability to work with others	_____	_____	_____	_____	_____

Please make any comments on the applicant's academic capabilities, purposefulness, and initiative; particularly as they apply to a management career dependent on problem-solving and decision-making capabilities.

I understand that the applicant may have access to this information unless the waiver statement on the front of this form has been signed.

Signature of Recommender

Name of Recommender

Position or Title

Firm or School

Mailing Address City, State, Zip

Please mail this form directly to the Graduate Programs Director, College of Business, University of Michigan-Dearborn, 19000 Hubbard Drive, Dearborn, MI 48126-2638. Thank you for your assistance.



2009-2010 Tuition and Fee Schedule College of Business Graduate Degree Programs

APPLICATION FEE

The Application Fee for College of Business graduate programs is \$60. This fee is non-refundable. Online applications require payment of the application fee by VISA or Mastercard. Paper applications require payment of the application fee by check or money order payable to the University of Michigan-Dearborn.

TUITION AND FEE SCHEDULE – ON-CAMPUS COURSES

Graduate and Professional Assessments:	Resident	Non-Resident
Registration Assessment	\$163.25	\$163.25
Per Credit Hour Assessment 1-8	\$504.10	\$957.90
Per Credit Hour Assessment 9+	\$287.25	\$622.15

Additional Assessments

Upper Division Course Premium Tuition Assessments:

- 500 and above level courses in Engineering are assessed an additional \$77.25 per credit hour.
- 500 and above level courses in Business are assessed an additional \$171.95 per credit hour.

Technology Assessment for all CAS&L, Education, Business and Unclassified Students:

- Electing six or less credit hours are assessed \$50.15.
- Electing seven or more credit hours are assessed \$100.25.

TUITION AND FEE SCHEDULE – ONLINE COURSES-COLLEGE OF BUSINESS

College of Business Online Course Assessments:	Resident	Non-Resident
Registration Assessment	\$163.25	\$163.25
Per Course Assessment ³	\$2764.80	\$3100.25

³ Credit Hour Assessment 9+ and Additional Assessments are not applicable for COB online courses

The official and complete UMD tuition and fees site is http://www.umd.umich.edu/rr_tuition-fees/.

RESIDENCY: If a student indicates Michigan resident status on the admissions application and the admissions office questions that status, the student will be classified as a nonresident and notified of the need to file an Application for Resident Classification with the Residency Classification Office. The fact that a student's claim to residency for University purposes is questioned does not necessarily mean that he or she will be ineligible; it simply means that the student's circumstances must be documented and reviewed by the Residency Classification Office. Complete details and residency application are available at <http://www.umich.edu/%7Eregoff/resreg.html>.

TUITION AND FEES ARE SUBJECT TO CHANGE AT ANY TIME BY THE REGENTS OF THE UNIVERSITY

Graduate Programs Bulletin
2008-2009

The
Degree
that Makes the
Difference™



University of Michigan-Dearborn
College of Business
Fairlane Center South
19000 Hubbard Road
Dearborn, MI 48126-2638
313-593-5460
gradbusiness@umd.umich.edu
<http://www.cob.umd.umich.edu/grad>

University of Michigan - Dearborn

College of Business

Graduate Programs

- **Master of Business Administration (MBA)**
Evening and Online Program
Concentrations
 - Accounting
 - Finance
 - International Business
 - Marketing
 - Management Information Systems
 - Supply Chain Management
- **Master of Science in Accounting (MS in Accounting)**
 - Financial Accounting Concentration
 - Taxation Concentration
- **Master of Science in Finance (MS in Finance)**
Evening and Online Program
- **Master of Science in Management Information Systems**
Online Program
- **Dual Degree Programs (Evening and Online)**
 - **Master of Business Administration (MBA) and Master of Science in Finance (MS in Finance)**
 - **Master of Business Administration (MBA) and Master of Science in Engineering-Industrial & Systems Engineering (MSE)**
 - **Master of Business Administration (MBA) and Master of Health Services Administration (MHSA)**

Graduate Programs Application and Admission Information – page 13

The graduate and undergraduate programs of the College of Business are accredited by AACSB International - The Association to Advance Collegiate Schools of Business.



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College of Business Accreditation

The College of Business' graduate and undergraduate degree programs are accredited by AACSB-International, The Association to Advance Collegiate Schools of Business. AACSB-International is the premier accreditation agency for business schools.

College of Business Mission Statement

Our mission is to be the school of choice for quality business education in greater metropolitan Detroit.

The College of Business provides high quality, practice-oriented business programs to well-qualified students on a regional campus of the University of Michigan. While the School primarily maintains a regional student focus, it provides a quality educational experience preparing them for national placement. Our primary mission is to meet the business-related educational needs of our undergraduate and graduate students, supported by new technologies and a variety of teaching methodologies. By providing regional organizations with professionally competent interns and graduates, we strive to meet both the community's human resource needs and our students' employment and educational needs. This mission is enhanced by the College's location in a major metropolitan and industrial area. The environment is strongly influenced by the automobile manufacturing industry and its increasingly global outreach.

Our undergraduate and graduate programs are designed to supply students with professional and technical skills essential to being successful in an evolving business environment. Each program is characterized by limited class size. We also offer students outstanding professional internship opportunities.

Our primary mission is complemented by our faculty's commitment to making intellectual contributions. The main focus of this intellectual process is refereed publications in nationally recognized journals that lead to contributions beneficial to academic and business professionals.

To achieve this mission, we will:

- Create rigorous business programs delivered to talented students by outstanding experts in a creative, intellectually challenging environment;
- Prepare our students to meet the business challenges of rapid technological change, a knowledge based economy, globalization, and the ethical demands of a free society; and
- Conduct research that positively impacts the thought and practice of professionals and academics.

Graduate Degree Programs

The University of Michigan-Dearborn (UM-D) is one of the three campuses of the University of Michigan and has been in existence since 1959. It is committed to the same rigorous academic standards and tradition of excellence for which the University of Michigan is so well known. The regional campuses, Flint and Dearborn, each have a Chancellor as chief executive officer. The President of the University, located in Ann Arbor, has responsibility for all three campuses. One Board of Regents governs the three campuses.

The College of Business offers the following master degree programs, all accredited by AACSB-International:

- Master of Business Administration (MBA) degree program, offered through evening on-campus and online courses.
- Master of Science (MS) in Accounting; Financial Accounting Concentration and Taxation Concentration.
- Master of Science (MS) in Finance, offered through evening on-campus and online courses, and in Hong Kong in collaboration with Hong Kong University, School of Professional and Continuing Education.
- Master of Science (MS) in Management Information Systems degree program, offered through online courses.
- Dual Degree program leading to both the MBA and the Master of Science in Finance, offered through evening on-campus and online courses.
- Dual Degree program leading to both the MBA and the Master of Science in Engineering-Industrial & Systems Engineering (MSE-I&SE) from the College

of Engineering and Computer Science, offered through evening on-campus and online courses.

- Dual Degree program leading to both the MBA and the Master of Health Services Administration (MHSA) from the School of Public Health at the University of Michigan - Ann Arbor. The MBA courses are offered through evening on-campus and online courses.

Master of Business Administration Degree Program

Program Description

The MBA is tailored for busy professionals working full-time. Courses are offered on weekday evenings as well as online. The MBA program is right for you if you want to:

- Pursue an MBA while balancing your job, travel, or life commitments.
- Expand your network of professional relationships.
- Interact with a talented and experienced faculty as well as talented and experienced fellow students.
- Customize your degree with specialized electives that allow you to earn a concentration in Finance, International Business, Marketing, Management Information Systems, Supply Chain Management, or Accounting.

Students may earn their degree entirely through evening on-campus courses, or entirely through online MBA courses, or through a mixture of both.

Online MBA courses are the same courses as taught on the Dearborn campus, taught by the same full-time faculty. There is no distinction between online MBA courses and on-campus MBA courses or the degree earned. There is no on-campus residency requirement, so students can earn their MBA from anywhere. Pursuing the MBA through online courses may be right for those who work long or unusual hours, travel extensively, live far from a good college or university, or for other personal or work reasons need the flexibility of online MBA courses. Online courses allow you to tailor the time and place of your learning to fit your work schedule and lifestyle.

The average GMAT score is 570 to 580 and the average undergraduate grade point average is 3.2 for those entering the MBA program. Undergraduate degrees in engineering, business, computer science, natural science, social or behavioral science, humanities,

health care or education are all appropriate as preparation for the MBA program.

Curriculum

The MBA curriculum is comprised of courses from four categories. To earn the MBA without a concentration requires:

	<u>Credits</u>
MBA Core Courses	33
MBA Managerial Applications Courses	18
MBA Capstone Course	3
Electives	<u>6</u>
Total Credits Required	60

To earn the MBA with a concentration requires:

	<u>Credits</u>
MBA Core Courses	33
MBA Managerial Applications Courses	18
MBA Capstone Course	3
Electives	<u>9</u>
Total Credits Required	63

The total number of credits required to earn the degree will be reduced for those receiving core course waivers, as discussed below. A minimum of 36 graduate credits is required for the MBA.

The MBA curriculum requirements are the same whether the degree is pursued through online courses or evening, on-campus courses. However, there may be fewer elective courses and concentrations available for students doing their MBA entirely through online courses. However, all concentrations can be earned by those able to take elective courses on campus.

MBA Core Courses (11 courses, 33 credits)

Core courses are designed to provide students with exposure to the functional areas of business. They provide the foundation for MBA Managerial Application courses, electives, and the MBA Capstone course.

ACC505	Developing and Interpreting Financial Information
OB 510	Organization Behavior
MKT 515	Marketing Management
DS 520	Applied Statistical Modeling
OM 521	Operations Management
MIS 525	Computer and Information Systems
LE 523	Legal Environment for Managers
BE 530	Economic Analysis: Firm and Consumer
BE 580	Economic Analysis: National and International
FIN 531	Finance Fundamentals and Value Creation
BPS 535	Strategic Planning and Decision Making

MBA Course Waivers

Waivers reduce the number of credits required to complete the MBA degree; however, a minimum of 36 graduate credit hours is required to graduate. The Graduate Office determines all course waivers at the time of admission to the program. Students may, at their option, enroll in courses that have been waived, although completion of these courses will not satisfy program requirements and will be considered additive credit. Once admitted to a graduate program in the College of Business, students must take graduate level courses, or courses approved for graduate credit.

Waivers will be considered based on previous equivalent undergraduate or graduate course work as reflected on official transcripts. Only undergraduate courses completed with a grade of B or better and taken as part of a baccalaureate degree program completed within seven years of admission to the COB Graduate Program will be considered for course waivers.

Prior graduate coursework, completed with a grade of B or better, can be considered for course waivers if (a) the graduate coursework had been completed within seven years of admission to the COB Graduate Program, or (b) the graduate coursework was part of a graduate degree that had been completed within seven years of admission to the COB Graduate Program.

There are three options available for determining course waivers based on the above guidelines:

- 1) Admitted applicants that have completed an equivalent undergraduate or graduate course from an AACSB-International accredited school will be waived from the appropriate course. In some cases, students may be advised to petition for a waiver and provide additional course information before the waiver decision is made.
- 2) Admitted applicants may request a course waiver based on previous undergraduate or graduate course work from non-AACSB accredited schools on a case-by-case basis by completing a petition form. The following supporting documentation must accompany the petition: copy of the course description from the college catalogue, a copy of the course syllabus, and a copy of the title page and table of contents of the textbook used in the course.
- 3) Some courses may also be waived by proficiency demonstrated by examination. Admitted candidates who wish to waive courses in this manner must petition the Graduate Office to take a proficiency exam and must provide reasonable justification for the request. Proficiency exams are generally administered two to three times per year and must be taken within one year of initial enrollment. Admitted students must complete the required proficiency examination registration forms and pay the applicable non-refundable fee prior to taking the exam. Students receiving a grade of B or better on the exam will be waived

from the applicable course. Additional information regarding proficiency examinations is available to admitted students in the COB Student Services Office, 168 Fairlane Center South.

MBA Managerial Applications Courses (6 courses, 18 credits)

Managerial Applications courses build upon the foundation knowledge and skills of the MBA Core courses, and apply functional business knowledge in a managerial setting. Managerial Applications courses provide in-depth exposure to the analysis and solution of business problems, and the implementation of business decisions. MBA students are required to complete three courses each from Group A and Group B.

Group A (choose three courses)

ACC 555 Cost Management
DS 570 Management Science
OM 571 Global Operations Management
FIN 581 Topics in Corporate Finance

Group B (choose three courses)

OB 560 Management Skills Development
HRM 561 Human Resource Management
MKT 565 Advanced Marketing Management
MIS 575 Information Management

MBA Capstone Course (1 course, 3 credits)

BPS 585 Managing Strategic Innovation and Change

MBA Electives (2-3 courses, 6-9 credits)

Students complete the MBA program by choosing at least two graduate advisor-approved elective courses (6 credits) tailored to their individual interests. No more than three graduate credits can be taken from units other than the College of Business. Elective courses must be approved by the Graduate Program Advisor in advance of course election.

Required, concentration and elective courses cannot be taken off-campus except by prior permission of the Student Services Office. The Director will consider a request to take a course off-campus only if there are unusual circumstances.

To earn a concentration within the MBA requires at least one additional specified elective course, according to the requirements specified below.

MBA Concentrations

MBA concentrations are available to students wishing to specialize in one of the following areas. Students are not required to select a concentration. Some concentrations can be completed with online course work and others may require campus presence. More than one concentration may be earned. Students must declare the concentration at the time of application to the program or by completing a Change of Degree Concentration form available on the website at <http://www.cob.umd.umich.edu/1595> or through the COB Student Services Office, Room 168 FCS. Students should refer to the Course Reference Guide at <http://www.cob.umd.umich.edu/1595> for term offerings and campus or online offerings.

Accounting

Required:

ACC 555 Cost Management

Electives – choose three courses from:

ACC 600 Seminar in Financial Accounting Theory
ACC 603 Controllership
ACC 604 Issues in Auditing and Forensic Examination
ACC 605 International Accounting and Taxation
ACC 608 Financial Statement Analysis

Finance

Required:

FIN 581 Topics in Corporate Finance
FIN 651 Investment Process, Analysis & Management

Electives - choose two courses from:

FIN 650 Corporate Valuation and Strategy
FIN 652 Derivatives and Risk Management
FIN 653 Current Issues in Investments and Capital Markets
FIN 654 Financial Intermediation
FIN 655 International Financial Management
FIN 656 Fixed Income Securities
ACC 608 Financial Statement Analysis

International Business

Required:

OM 571 Global Operations Management
OB 610 International Dimensions of Organizational Behavior and Human Resources Management
MKT 622 International Marketing
FIN 655 International Financial Management

Management Information Systems

Required:

MIS 575 Information Management
MIS 527 Programming and Data Structures
MIS 640 Information Systems Development
MIS 641 Computer Networking

Marketing

Required:

MKT 565 Advanced Marketing Management

Electives – choose three courses from:

MKT 620 Consumer Behavior
MKT 621 Advertising and Promotion
MKT 622 International Marketing
MKT 623 Business to Business Marketing
MKT 624 Service Marketing
MKT 625 Global Sourcing and Logistics

Supply Chain Management

Required:

OM 571 Global Operations Management
OM 660 Analysis & Design of Supply Chains
OM 661 Supply Chain Logistics Management

Electives - choose one course from:

OB 610 International Dimensions of OB/HRM
MKT 622 International Marketing
MIS 640 Information Systems Development

Master of Science in Accounting

The Master of Science in Accounting serves professionals in public accounting, controllership, corporate accounting, and taxation. It provides those with bachelor degrees in accounting with the appropriate number of business and accounting credits required to sit for the Uniform Certified Public Accountant Exam in Michigan. University of Michigan-Dearborn students who are close to finishing a Bachelor of Business Administration degree in Accounting, and have been admitted to the MS-Accounting program, may take up to six graduate credits during their final term of undergraduate coursework.

Curriculum

The Master of Science in Accounting Program consists of 30 credits of accounting, taxation and advisor approved elective courses. Admitted students will receive waiver consideration as outlined in the MBA Course Waiver section of this bulletin. Students may, at their option, enroll in courses that have been waived, although completion of these courses will not satisfy program requirements and will be considered additive credit. Students must choose one of two concentrations within the MS-Accounting degree - the Financial Accounting concentration or the Taxation concentration.

Courses Required for the Financial Accounting Concentration

Required Core Courses (21 credit hours)

ACC 600 Seminar in Financial Accounting Theory
ACC 603 Controllership
ACC 604 Issues in Auditing and Forensic Examination
ACC 605 International Accounting and Taxation
ACC 520 Communications for the Accounting and Tax Professional
TAX 510 Fundamentals of Corporate Taxation
LE 510 Commercial Transactions

Electives Required for the Financial Accounting Concentration (9 credits)

Nine credit hours, advisor approved, elective course work from College of Business Graduate Level courses

Courses Required for the Taxation Concentration

Required Core Courses (9 credit hours)

ACC 520 Communications for Accounting and Tax Professionals
TAX 510 Fundamentals of Corporate Income Taxation
TAX 615 Flow through Entities

Tax Electives Required for the Taxation Concentration (15 credit hours)

Choose five courses from:

TAX 501 Income Tax Accounting Rules and Timing Issues
TAX 502 Income Taxation of Property Transactions
TAX 611 Advanced Corporate Income Taxation
TAX 622 Estate and Gift Taxation
TAX 627 International Income Taxation
TAX 630 State and Local Taxation
TAX 680 Special Topics in Taxation (maximum of 6 credit hours)

Electives Required for the Taxation Concentration (6 credit hours)

Six credit hours, advisor approved, elective course work from College of Business Graduate Level courses

Note: Effective Winter Term 2008, ACC 608 does not carry credit toward degree in the MS in Accounting Program.

Master of Science in Finance

The Master of Science in Finance serves professionals in corporate finance, financial institutions, and the investment fields. The MS-Finance program builds upon a long tradition of excellence in finance education. The program was built with input from numerous sources in the finance community and parallels much of the Chartered Financial Analysts (CFA) body of knowledge.

The program is tailored for busy professionals working full-time. Courses are offered on weekday evenings as well as online. Students may earn their degree entirely through evening on-campus courses, or entirely through online courses, or through a mixture of both. You can enter the MS-Finance with any undergraduate degree.

Online courses are the same courses as taught on the Dearborn campus, taught by the same full-time faculty. There is no distinction between online MS-Finance courses and on-campus MS-Finance courses or the degree earned. There is no on-campus residency requirement, so students can earn their degree from anywhere. Pursuing the MS-Finance through online courses may be right for those who work long or unusual hours, travel extensively, live far from a good

college or university, or for other personal or work reasons need the flexibility of online courses. Online courses allow you to tailor the time and place of your learning to fit your work schedule and lifestyle.

University of Michigan –Dearborn students who are close to finishing a Bachelor of Business Administration degree and have been admitted to the MS-Finance program, may take up to six graduate, advisor-approved credits during their final term of undergraduate coursework.

Curriculum

The Master of Science in Finance program consists of 30 graduate credits, including up to 6 graduate transfer and/or graduate waiver credits. Admitted students will receive waiver consideration as outlined in the MBA Course Waiver section of this bulletin. Students may, at their option, enroll in courses that have been waived, although completion of these courses will not satisfy program requirements and will be considered additive credit. At least 15 of the 30 graduate credits required for the MS-Finance Program must be from Finance courses.

Required Finance Courses (18 credits)

BE 530 Economic Analysis: Firm and Consumer
DS 520 Applied Statistical Modeling
FIN 531 Finance Fundamentals and Value Creation
FIN 581 Topics in Corporate Finance
FIN 651 Investment Process, Analysis and Management

Choose one of the following courses

ACC 608 Financial Statement Analysis **OR**
BE 580 Economic Analysis: National and International

Elective Finance Courses (12 credits)

FIN 650 Corporate Valuation and Strategy
FIN 652 Derivatives and Risk Management
FIN 653 Current Issues in Investments and Capital Markets
FIN 654 Financial Intermediation
FIN 655 International Financial Management
FIN 656 Fixed Income Securities
ACC 608 Financial Statement Analysis
ACC 555 Cost Management
ACC 603 Controllership
BE 580 Economic Analysis: National and International

A maximum of three credits of Business Internship (BI 500 or BI 560) may count as elective credits, by petition. The petition must be submitted to the Student Services Office prior to the election of the BI 500 course.

Master of Science in Management Information Systems

The Master of Science in Management Information Systems (MS-MIS) serves the needs of current IS professionals who wish to continue their educational path, as well as provide alternative career training for those who wish to earn a professional degree to compliment their liberal arts or other non-IS education. Particularly, the MS-MIS program is designed primarily for the part-time student (though certainly some students will be full-time) who has an undergraduate degree from an accredited university and wishes to obtain a graduate degree in management, specializing in MIS. The MS-MIS is also designed for IS professionals and others who wish to strengthen their competencies, gain greater knowledge and understanding, and further their positions as leaders in the field. With courses like IT Security, IT Policy and Strategy, and other advanced topics in computing and IT development, students will become experts in information systems and their uses as a means to further the goals of the organization.

As with other graduate and professional degree programs, the program is tailored for busy professionals. Courses will be offered through the COB online program. Students earn their degree entirely through online courses and there is no requirement of on-campus residency, so students can earn their degree from anywhere. Online courses are taught by the same full-time faculty of COB. Pursuing the MS-MIS in COB may be right for those who work long or unusual hours, travel extensively, live far from a good college or university, or for other personal or work reasons need the flexibility of online courses.

For University of Michigan-Dearborn undergraduate students, there will be a transition term available in the final semester prior to graduation. If students have a course load in the transition term that allows room for the start of MS-MIS courses, they will be allowed to begin such course work if they apply to the MS-MIS program and meet all other admission criteria. If students do not finish the undergraduate work in the transition term, they must successfully finish their undergraduate degree prior to taking any additional MS-MIS courses.

Curriculum

The Master of Science in Management Information Systems program consists of 30 - 48 graduate credits, including up to 6 graduate transfer credits and/or up to 33 graduate waiver credits. Regardless of waivers

and/or transfer credit received, the MS-MIS degree requires a minimum of 30 credits. If more than 18 credits are waived, additional MIS courses must be taken to reach the 30 credit minimum. Admitted students will receive waiver consideration as outlined in the MBA Course Waiver section of this bulletin. Students may, at their option, enroll in courses that have been waived, although completion of these courses will not satisfy program requirements and will be considered additive credit.

Business Foundation Courses (choose three courses):^a:

- ACC505 ^a Developing and Interpreting Financial Information
- OB 510 ^a Organization Behavior
- MKT 515 ^a Marketing Management
- DS 520 ^a Applied Statistical Modeling
- OM 521 ^a Operations Management
- BE 530 ^a Economic Analysis: Firm and Consumer
- FIN 531 ^a Finance Fundamentals and Value Creation

MIS Foundation Courses (three courses):

- MIS 525 ^a Computers and Information Systems
- MIS 526 IT Hardware and Software
- MIS 527 ^a Programming and Data Structures

MIS Core Courses (seven courses):

- MIS 528 Network Application Development
- MIS 575 ^a Information Management
- MIS 640 Information Systems Development
- MIS 641 ^a Computer Networking
- MIS 642 Information Technology Security
- MIS 643 Information Technology Project and Change Management
- MIS 644 Information Technology Policy and Strategy

Advanced MIS (choose two courses):

- MIS 645 Global Outsourcing of IS Activities
- MIS 646 Human Computer Interaction and Interface Design
- MIS 647 Advanced Programming
- MIS 648 Information Management II

Advanced Business (choose one course):

- ACC 555 Cost Management
- DS 570 Management Science
- OM 571 Global Operations Management
- FIN 581 Topics in Corporate Finance
- OB 560 Management Skills Development
- HRM 561 Human Resource Management
- MKT 565 Advanced Marketing Management
- BA 690 Graduate Research
- BI 500 Business Internship

Total Credits for Degree

30 – 48 ^b

^a Course may be waived based upon prior coursework. Waivers may be granted based upon completion of equivalent courses taken as part of a degree completed within seven years, from an AACSB accredited school, with grade of B or better. UM-Dearborn courses that waive MS-MIS courses are: ACC 298 –ACC 505; OB 354-OB 510; MKT 352-MKT 515; OM 300/400-OM 521; BE 401-BE 530; FIN 401-FIN 531; MIS 310-MIS 525; MIS 301 + MIS 302 - MIS 527; MIS 321-MIS 575; MIS 351-MIS 641. Admitted students will receive waiver consideration as outlined in the MBA Course Waiver section of this bulletin. Students may, at their option, enroll in courses that have been waived, although completion of these courses will not satisfy program requirements and will be considered additive credit.

^b Regardless of waivers received, the MS-MIS degree requires a minimum of 30 credits. If more than 18 credits are waived, additional graduate level MIS courses must be taken to reach the 30 credit minimum.

Dual Degree Program: MBA and MS in Finance

This dual degree program takes advantage of course overlap between the MBA and MS-Finance curricula, and allows students to receive both degrees simultaneously upon completion of a minimum of 75 graduate credits. Students can reduce the total credits required if they have had acceptable prior courses equivalent to MBA core courses. Both the MBA and the MS-Finance are offered through evening courses targeted to full-time working professionals, and through online courses available to students worldwide.

Students who wish to pursue the dual MBA and MS-Finance must meet the entrance requirements of both programs. See the information about application and admission for the MBA and MS-Finance elsewhere in this bulletin.

Admissions and Administration

Students who wish to pursue the dual MBA and MS in Finance degrees must meet the entrance requirements of both programs.

Curriculum

The curriculum requirements for the dual MBA and MS in Finance degree program are:

MBA Core Courses (11 courses, 33 credits)

ACC505^a Developing and Interpreting Financial Information
OB 510 Organization Behavior
MKT 515 Marketing Management
DS 520^b Applied Statistical Modeling
OM 521 Operations Management
MIS 525 Computer and Information Systems
LE 523 Legal Environment of Business
BE 530^b Economic Analysis: Firm and Consumer
BE 580^b Economic Analysis: National and International
FIN 531^b Finance Fundamentals and Value Creation
BPS 535 Strategic Planning and Decision Making

MBA Managerial Applications Courses (6 courses, 18 credits)

Group A – 3 courses/9 credits:

FIN 581^b Topics in Corporate Finance required for Dual MBA/MS in Finance

Two courses (6 credits) from:

ACC 555^c Cost Management
DS 570 Management Science
OM 571 Global Operations Management

Group B – 3 courses/9 credits:

Three courses (9 credit hours) from:

OB 560 Management Skills Development
HRM 561 Human Resource Management
MKT 565 Advanced Marketing Management
MIS 575 Information Management

MBA Capstone Course (1 course, 3 credits)

BPS 585 Managing Strategic Innovation and Change

MBA Electives or Additional Application Courses^d (6 credits)

Six credits hours required from MBA advisor-approved electives or Additional Application Courses

MS in Finance Required Course (1 course, 3 credits)

FIN 651 Investment Process, Analysis and Management

MS in Finance Elective Courses^d (4 courses, 12 credits)

Choose 12 credits from, at least two must be Finance:

FIN 650 Corporate Valuation and Strategy
FIN 652 Derivatives and Risk Management
FIN 653 Issues in Investments & Capital Markets
FIN 654 Financial Intermediation
FIN 655 International Financial Management
FIN 656 Fixed Income Securities
ACC 555^c Cost Management
ACC 603 Controllership
ACC 608 Financial Statement Analysis
BI 500^e Business Internship
BI 560^e International Business Internship

Minimum Credits Required for the MBA/MS in Finance Degrees is 75 credit hours.

Notes:

a – The MS in Finance program requires a course in Financial Accounting – equivalent to ACC 298 – as an admissions prerequisite. Students lacking this course take ACC 505 to fulfill this prerequisite.

b – These courses contribute to both the MBA and the MS in Finance degrees.

c – ACC 555 Cost Management may not be used as both an MBA Applications A course and an MS in Finance elective.

d – No course may be used as both an MBA elective and an MS in Finance Elective. Students may earn a concentration within the MBA, as long as the concentration is not in Finance. MBA concentrations require at least 9 specified advisor-approved elective credits, raising the total credits required for the MBA from 60 to 63 credits.

e – A maximum of three credits of Business Internship (BI 500 or BI 560), by petition, may count as MS in Finance elective credit.

f – Courses may be waived, reducing the credits required for the MBA, but students must complete a minimum of 36 credits for the MBA plus the 15 credits shown above for the MS in Finance degree, for a minimum total of 51 credits. A minimum of 39 credits-in-residence are required for the MBA and MS in Finance dual program.
g – a minimum of 15 credits in Finance courses is required.

Upon completion of the entire 75 credit program the MBA and the MS in Finance will be awarded simultaneously.

Dual Degree Program: MBA and Master of Health Services Administration

The College of Business and the School of Public Health on the University of Michigan-Ann Arbor campus offer a jointly administered Dual Degree program leading to the Master of Health Services Administration (MHSA) and the Master of Business Administration (MBA). This program takes advantage of many areas of overlap between the two curricula, and allows admitted students to receive both degrees simultaneously upon completion of a minimum of 81 graduate credits.

The UM-Ann Arbor MHSA has been the top-ranked program of its kind by US News every year since 1994.

Admissions and Administration

Students must apply and be accepted by each school to pursue the dual MHSA and MBA. Students already enrolled in either degree may apply for the second degree before completing one-half of their degree requirements. Applicants submit either GMAT or GRE test scores in support of their applications.

The Dual MHSA and MBA program is co-directed by the Director of the MHSA residential program and the Director of Graduate Programs for the COB. Students will have an advisor in each school. For more information on the MHSA, please visit the School of Public Health, MHSA website at http://www.sph.umich.edu/hmp/programs/joint_degrees/mhsa-mba-dearborn.htm.

Curriculum

The courses taught for the MHSA are tailored to the health care industry, while MBA courses generalize to a broader range of business and industry. For three areas of study -- organizational behavior, information systems, and microeconomics -- dual MHSA and MBA students may choose either the relevant MHSA course or the MBA course. Students take MHSA courses in the areas of law, operations, managerial accounting, and advanced finance; and take MBA courses in the areas of advanced statistics, financial accounting, marketing, and finance. The rest of the curriculum includes courses offered solely by the COB (e.g. strategy, strategic innovation), or solely by the SPH (e.g. health services systems, epidemiology).

Depending upon where students choose to take their three "either-or" courses, the curriculum allows from one to four MBA elective advisor-approved courses, and from zero to three MHSA elective courses. To earn both degrees, students must complete at least 36 credits from the COB and 45 credits from the SPH (note that 4

of the 45 SPH credits are for basic statistics, which is an admission prerequisite for the MBA).

Courses for the following areas may be taken either from the College of Business or from the School of Public Health:

	<u>Credits</u>
<u>Choose one course from</u> ^a	3
OB 510 Organizational Behavior HMP 643 or HMP 620 or HMP 616 or HMP 603; Organizational Theory	
<u>Choose one course from</u> ^a	3
MIS 525 Computers and Information Systems HMP 665 Information Management and Decision Support Systems in Health Care	
<u>Choose one course from</u> ^a	3
BE 530 Economic Analysis: Firm and Consumer HMP 660 Economics of Health Management and Policy I	

The following courses must be taken from the College of Business:

	<u>Credits</u>
ACC 505 Developing and Interpreting Financial Information	3
MKT 515 Marketing Management	3
DS 520 Applied Statistical Modeling	3
FIN 531 Finance Fundamentals & Value Creation	3
BPS 535 Strategic Planning and Decision Making	3
BPS 585 Managing Strategic Innovation and Change	3
<u>Choose two courses from:</u>	6
OB 560 Management Skills Development	
HRM 561 Human Resource Management	
MKT 565 Advanced Marketing Management	
MIS 575 Information Management	

MBA approved Electives or Additional Managerial
Applications Courses^a 3-12

Minimum MBA credits required^b 36

Three to 12 credits of MBA advisor-approved electives or Managerial Applications courses may be taken. A minimum of 36 total graduate credits must be taken from the College of Business. Elective courses must be approved by the Graduate Program Advisor in advance of course election.

The following courses must be taken from the School of Public Health:

	<u>Credits</u>
HMP 600 The Health Services System I	3
HMP 601 The Health Services System II	3
HMP 608 Health Care Financial Accounting ^d	2

HMP 615 Introduction to Public Health Policy	3
HMP 652 or HMP 653 or HMP 684 or HMP 685 Law or Political Science	3
HMP 663 Economics of Health Management and Policy II	3
BIO 503 or BIO 553 Applied Biostatistics ^c	4
BIO 523 or BIO 513 or HMP 654 Quantitative Methods	3
EPID 503 Strategies and Uses of Epidemiology	3
EHS 500 Principles of Environmental Health Sciences	2
HMP 664 or HMP 682 Integrative Capstone Course	3
HMP 606 Managerial Accounting for Health Care Administration ^d	3
HMP 607 Corporate Finance for Health Care Administration ^e	3
MHSA Electives ^a	0-7
Minimum MHSA credits required ^b	45
Total Credits	81

- a- Students may choose either the MBA or MHSA course (but not both) for these areas. Students may choose electives from either MBA or MHSA courses, but must complete at least 45 credits of MHSA courses and at least 36 credits of MBA courses. For example, if students take OB510, MIS 525, and BE 530, they will need 3 MBA credits of elective to reach the minimum 36 total MBA credits, and 7 MHSA electives to reach the minimum 45 MHSA credits. If students take HMP 643 (or 616 or 620 or 603); and , HMP 665; and HMP 660, they will need 12 MBA credits of elective to reach the minimum 36 total MBA credits, and will need no MHSA electives to reach the minimum 45 MHSA credits.
- b- Students who have completed courses equivalent to the required core courses may select substitute courses with the approval of their advisers, but must still complete at least 45 credits of MHSA courses and at least 36 credits of MBA courses.
- c- A basic statistics course is an admissions requirement for the MBA, but not for the MHSA. If otherwise admissible, students may be admitted to the MBA under the condition that they complete a basic statistics course during their first term. The MHSA course BIO 503 will fulfill that requirement and counts toward the minimum credit requirements for the MHSA.
- d- Students taking HMP 606 may not enroll in the MBA Applications course ACC 555.
- e- Students taking HMP 607 may not enroll in the MBA Applications course FIN 581.
- f- Upon completion of the entire 81 credit program the MBA and the MHSA will be awarded simultaneously.

Dual Degree Program: MBA and MSE in Industrial and Systems Engineering

The College of Business and the College of Engineering and Computer Science, through the Horace H. Rackham School of Graduate Studies, offer an innovative dual degree program awarding both an MBA and a Master of Science in Engineering in Industrial and Systems Engineering degree. The dual program requires 66 credit hours of specified coursework to earn both degrees.

This unique dual degree program has been carefully developed in direct response to an increasing need among employers in southeast Michigan for professionals who are prepared for careers that require expertise in both technology and management. Upon completion of the entire 66 credit program the MBA and the MSE-I&SE will be awarded simultaneously. Both the MBA and the MSE-I&SE are offered through evening courses targeted to full-time working professionals, and through online courses available to students worldwide.

Admissions and Administration

Students who wish to pursue the dual MBA and MSE-I&SE degree must meet the entrance requirements of, and gain admission independently, to both the College of Business and the Department of Industrial and Manufacturing Systems Engineering (IMSE). In addition to meeting the admission requirements for the MBA, applicants will also need to meet the requirements for MSE-IS&E admission. See "Admission" under "Requirements for the MSE Degree in Industrial and Systems Engineering" located in the College of Engineering and Computer Science section of the *Graduate Catalog* or http://www.engin.umd.umich.edu/IMSE/grad_prog/. This includes:

- 1) Introductory courses in:
 - a) Probability and Statistics (IMSE 510 or equivalent).
 - b) Operations Research (IMSE 500 or equivalent).
 - c) Human Factors and Ergonomics (IMSE 501 or equivalent).
- 2) Three letters of recommendation.
- 3) A bachelor of science degree in engineering, a physical science, computer science, or applied mathematics.

Advising, academic records, and student services for COB courses in this Dual Degree program are handled by the COB Student Services Office. IMSE students records are handled independently by the IMSE department.

Curriculum

The curriculum requirements for the dual MBA and MSE-I&SE degree are:

	<u>Credits</u>
MBA Core Courses	27
MBA Managerial Applications Courses	6
MBA Capstone Course	<u>3</u>
Total MBA Credits Required	36
IMSE Core Courses	12
IMSE Concentration Courses	<u>12</u>
Total IMSE Credits Required	24
Electives (at least 3 credits from the SOM)	<u>6</u>
Total Credits Required	66

MBA Core Courses (9 courses, 27 credits)

ACC 505	Developing and Interpreting Financial Information
OB 510	Organization Behavior
MKT 515	Marketing Management
MIS 525	Computers & Information Systems
LE 523	Legal Environment of Business
BE 530	Economic Analysis: Firm & Consumer
BE 580	Economic Analysis: National and International
FIN 531	Finance Fundamentals and Value Creation
BPS 535	Strategic Planning and Decision Making

Admitted students will receive waiver consideration as outlined in the MBA Course Waiver section of this bulletin. Students may, at their option, enroll in courses that have been waived, although completion of these courses will not satisfy program requirements and will be considered additive credit.

MBA Managerial Applications Courses (2 courses, 6 credits)

Dual degree students are required to complete one course each from Group A and Group B.

Group A - choose one course from:

ACC 555	Cost Management
OM 571	Global Operations Management
FIN 581	Topics in Corporate Finance

Group B - choose one course from:

OB 560	Management Skills Development
HRM 561	Human Resource Management
MKT 565	Advanced Marketing Management
MIS 575	Information Management

MBA Capstone Course (1 course, 3 credits)

BPS 585	Managing Strategic Innovation and Change
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Industrial and Systems Engineering Core Courses (4 courses, 12 credits)

IMSE 505	Optimization
IMSE 511	Design and Analysis of Experiments
IMSE 514	Multivariate Statistics
IMSE 580	Production Management

Industrial and Systems Engineering Concentration Courses (4 courses, 12 credits)

Four courses may be taken from one concentration area, or any combination of the following three areas.

Area 1: Industrial Systems Engineering Concentration

Human Factors and Ergonomics: IMSE 534, 543, 544, 545, 546, 548, 549, 593, AENG 546

Operations Research and Management Science: IMSE 506, 520, 521, 555, 559, 659

Area 2: Integrated Design and Manufacturing & Engineering Concentration

Manufacturing & Quality Systems Design: IMSE 503, 504, 513, 537, 561, 567, 581, 585, 587

Product Development and Concurrent Engineering: IMSE 549, 583, 589, AENG 583, EMGT 580

Advanced Manufacturing and Automation: IMSE 502, 532, 533, 536, 538, 5655, 5825, 682

Area 3: Information Systems Concentration

Information Systems Management: IMSE 550, 552, 553, 556, 557

Enterprise Information Systems: IMSE 532, 555, 5585, 564, 570, 5715, 5725, 574, 579

Electives (6 credit hours)

Two courses with the approval of both graduate advisors from the graduate offerings of Management, Industrial and Systems Engineering, Electrical and Computer Engineering, or Mechanical Engineering, with at least one course (three credit hours) from Management.

Dual degree students may, at their option, complete MBA concentrations. This will result in additional graduate-level credit hours beyond the minimum 66 required to complete the MBA/MSE degrees.

A thesis option may be elected which will count for six hours of the Electives requirement.

Admission Prerequisites

The following academic prerequisites for admission must be completed with grades of C or better prior to the first term of enrollment.

MBA Admission Prerequisites

- COB Mathematics requirement
- COB Statistics requirement

MS in Accounting Admission Prerequisites

- A minimum of 18 credits of accounting beyond the introductory accounting courses (equivalent to UM-Dearborn ACC 298 and ACC 299), including courses equivalent to the following COB undergraduate courses:
 - ACC 355 Cost Accounting and Analysis
 - ACC 356 Asset Accounting
 - ACC 357 Equity Accounting
 - ACC 360 Federal Income Taxation
 - ACC 380 Accounting Information Systems
 - ACC 457 Auditing

MS in Finance Program Admission Prerequisites

- Three credits of financial accounting equivalent to the COB undergraduate course ACC 298, Financial Accounting
- COB Mathematics requirement
- COB Statistics requirement

MS in Management Information Systems Program Admission Prerequisites

- COB Mathematics requirement
- COB Statistics requirement

COB Mathematics Requirement for Admission

Quantitative skills and reasoning are important and frequently used in graduate business courses. An applicant's mathematics background will be considered in admissions decisions. The minimum requirement for admission is demonstrated proficiency in mathematics as evidenced by successful completion of courses through pre-calculus or finite mathematics. If an applicant's university transcripts do not show satisfactory completion of pre-calculus, finite mathematics, or higher-level math courses (e.g. calculus), the burden will be on the applicant to explain and document that they have math knowledge equivalent to pre-calculus or finite mathematics. The following UM-Dearborn courses will satisfy the mathematics admission requirement.

- Math 104 Pre-Calculus: Management, Life and Social Science, 4 credits or Math 105 Pre-calculus, 4 credits. The prerequisite for both courses is at least two years of high school Algebra, or Math 090 Intermediate Algebra and one year of high school Geometry.

COB Statistics Requirement for Admission

An undergraduate course in statistics is required for admission to the MBA and the MS in Finance programs. This course may be taken at UM-Dearborn or other four-year university or college.

The following course is offered by the College of Business and will satisfy the appropriate statistics and probability prerequisite.

- DS 300 Quantitative Modeling and Analysis I (3 credit hours). Prerequisite: MATH 113 or 115 (Calculus I), and MIS 120 (computer applications).
 - Other UM-Dearborn courses that satisfy the statistics prerequisite include:
 - ECON 305 Economic Statistics
 - MATH 325 Mathematical Statistics I
 - STAT 325 Applied Statistics I
 - IMSE 317 Engineering Probability and Statistics

COB Computer Applications Requirement for Admission

The faculty expect every graduate student to be proficient in word processing and spreadsheets, including spreadsheet math and statistical functions. Prior to enrollment in COB graduate courses, students must have completed a college-level computer applications course equivalent to the COB undergraduate course MIS 120, Fundamentals of Information Systems, or they must have acquired equivalent expertise through training or work experience.

Taking UM-Dearborn Undergraduate Courses to satisfy admission prerequisite(s)

Please check the Schedule of Classes online at www.umd.umich.edu/registration for course availability each term. To register for any of the above prerequisite courses as a non-degree student (personal enrichment) prior to entry in a graduate program, contact the Undergraduate Admissions Office for admission information, 313-593-5100 or online at <http://www.umd.umich.edu/futurestudents>. Please note that personal enrichment students are not eligible for financial aid. For further information and guidance please contact the Graduate Admissions Coordinator at gradbusiness@umd.umich.edu or phone 313-593-5460.

Applicants deficient in either the mathematics or statistics admission prerequisites may be considered for admission contingent upon their completing the appropriate course during their first term of enrollment in the graduate degree program.

Application and Admission

Applicants are encouraged to apply online at <http://www.cob.umd.umich.edu/352701>.

The College of Business accepts applications from those holding a bachelor degree or its equivalent from an accredited college or university. Applications are available online or may be obtained from:

Student Services Office
College of Business
University of Michigan-Dearborn
Room 168 Fairlane Center South
19000 Hubbard Drive
Dearborn, MI 48126-2638

Telephone: 313-593-5460
gradbusiness@umd.umich.edu

<http://www.cob.umd.umich.edu/grad>

Application and Admission Criteria

All credentials and documents submitted become the property of the University of Michigan-Dearborn College of Business.

Academic Records (Transcripts)

Applicants' undergraduate and graduate records will be heavily considered in the admission decision. Transcripts will be examined not only for overall grade point average but also for trends of grades and particular scholastic capabilities.

An official academic transcript from each college and university attended, including the University of Michigan-Dearborn, must be submitted to the College of Business. To be considered official, transcripts must come directly from one university to another or received by our office in a sealed envelope with the issuing University's stamp/signature over the seal. Transcripts cannot be accepted if sent by the student. When requesting transcripts from one of the three University of Michigan campuses (Ann Arbor, Dearborn, or Flint), inter-office copies are sufficient for admission consideration.

Graduate Management Admission Test Score Report (GMAT)

Applicants must take the GMAT before admission is granted. GMAT scores older than five years will not be considered.

GMAT Verbal and Quantitative scores will be heavily considered in the admission decision.

Applicants are encouraged to make every effort to take the GMAT test at the earliest possible date and request that score be reported to the University of Michigan-Dearborn. The Graduate Management Admission Test (GMAT) is administered as a computer-adaptive test. The GMAT website at <http://www.mba.com> describes the GMAT, where it is given, how to schedule an appointment, what to expect at the test center, about your GMAT scores, and how to prepare for the test and also includes a link to GMAT Customer Service.

Exceptions Policy for GMAT Scores

Applicants to the MS in Finance, MS in Accounting and MS in Management Information Systems degree programs who meet certain provisions will be considered for admission without submitting a GMAT score. If, upon review by the Graduate Programs Office, the applicant is considered admissible without a GMAT score, that requirement will be waived. The following provisions qualify an applicant to be considered for the GMAT waiver:

- An advanced degree (e.g. master's, doctorate, JD, etc.) in business, economics, law, or related field, or in a discipline involving a significant quantitative component (e.g. engineering, science, statistics).
- CPA, CFA or CFM certification.
- A bachelor degree in business with a cumulative gpa of 3.20 or higher, earned within the past five years from a business school accredited by AACSB-International.

The College of Business reserves the right to request a GMAT score from an applicant even if these conditions are met.

Work Experience

A careful review is made of an applicant's accomplishments and experience in employment, military service and extracurricular activities.

A minimum of two years of full-time relevant, professional work experience is required for admission to the MBA degree program. This requirement is typically met through work experience obtained after completing your bachelor degree. Applicants who wish to have full-time or part-time work experience, cooperative education, or internships that were obtained prior to completing their bachelor degree considered toward fulfilling this experience requirement, must provide a thorough description of job duties, starting and ending dates, and hours worked per week, plus the name and phone number for at least one person who can verify their experience. The burden is upon MBA applicants to provide information sufficient to demonstrate that they possess the equivalent of at least two years of full-time professional work experience. In exceptional cases, the two-year

work experience minimum may be waived for individuals with exceptionally strong academic records and GMAT scores.

Applicants to the MS in Accounting, MS in Finance and MS-Management Information Systems programs are considered with less than two years of professional work experience.

Letter of Recommendation

At least one letter of reference is required, from someone able to evaluate the applicant's academic potential and/or professional work performance. A form is included in the application for this purpose.

Application Dates

The graduate programs of the University of Michigan-Dearborn admit part-time students in the fall (September), winter (January), and summer terms (May). Applicants for full-time study in the MS-Accounting or MS-Finance students should plan to enter in the fall term, or should confirm with the College of Business Student Services Office that sufficient courses will be available if they enter in other terms. Applicants for study in the MS-Management Information Systems program should plan to enter in the fall or winter term, or should confirm with the College of Business Student Services Office that sufficient courses will be available if they enter in the summer term. Applications are reviewed on a rolling basis. Written notification is sent shortly after the decision date.

Fall Term Admission

Applications are accepted through August 1. Applications received after August 1st for the Fall Term are accepted on a space-available basis only.

Winter Term Admission

Applications are accepted through December 1. Applications received after December 1st for the Winter Term are accepted on a space-available basis only.

Summer Term Admission

Applications are accepted through April 1st. Applications received after April 1st for the Summer Term are accepted on a space-available basis only.

Application Fee

Application for admission is made through the College of Business at the University of Michigan-Dearborn, Dearborn, Michigan 48126-2638. A non-refundable fee must accompany every application for admission. Fees are subject to approval by the Regents

of the University and may be changed at any time. For the current fee, please refer to the application packet or the College of Business Graduate Programs website at <http://www.cob.umd.umich.edu/grad>.

Submission of Application Materials

Applicants are encouraged to apply online at <http://www.cob.umd.umich.edu/352701>.

The printed paper-copy application form and all supporting documents (for online application or paper-copy application) should be directed to:

Student Services Office
College of Business
University of Michigan-Dearborn
Room 168 Fairlane Center South
19000 Hubbard Drive
Dearborn, MI 48126-2638

Direct inquiries on the status of applications to 313-593-5460 or gradbusiness@umd.umich.edu.

In addition, applicants should arrange to have scores on the Graduate Management Admission Test (and TOEFL, when necessary) sent directly to the School of Management.

All credentials and documents submitted become the property of the University of Michigan-Dearborn College of Business.

Deferred Admission

Admission to a graduate program is good for one year after the term for which admission was granted. If an admitted applicant decides to defer admission, written notification must be sent to the School of Management Student Services Office or e-mail gradbusiness@umd.umich.edu prior to the start of the term for which initial admission was granted.

Financial Aid

Refer to <http://www.umd.umich.edu/univ/finaid/> or contact the Office of Financial Aid at 313-593-5300 for information.

International Students

The University of Michigan-Dearborn welcomes applications from qualified international students. In addition to the instructions included in the Application and Admission section of this document, international

applicants need to be informed of the following information.

Housing Facilities

There are no housing facilities available for international students at the Dearborn campus. Unless the international student has suitable off-campus housing available in advance of applying for admission to the Dearborn campus, it is recommended that the student apply to the University of Michigan-Ann Arbor.

Costs and Financial Aid

Because financial aid is unavailable to international students at the University of Michigan-Dearborn, an international student or his/her sponsor(s) must submit a notarized Affidavit of Support. This form must indicate that the student has access to funds, including living expenses, equaling at least \$30,000 (U.S.), for one academic year of study at the University of Michigan-Dearborn. Estimated annual expenditures, for two semesters per year, are detailed on the tuition and fees page of the UM-Dearborn *Schedule of Classes* or http://www.umd.umich.edu/dept/registration/tuition_fees.htm.

Employment

International students should not plan to be employed while studying at the University of Michigan-Dearborn.

English Language Requirements

Since all instruction at the University is in English, international students must demonstrate proficiency in English comprehension, writing, grammar, and vocabulary. The University of Michigan-Dearborn does not offer intensive English language courses; therefore, students must be competent in English before being admitted to the University. The College of Business requires the following minimum requirements for admission consideration:

- A minimum total score of 84 on the Internet Based Test iBT TOEFL
- A minimum total score of 560 on the Paper-Pencil TOEFL or
- A minimum total score of 220 on the Computer-Based TOEFL or
- A minimum total score of 80 on the MELAB.

The College of Business recommends that you attend a TOEFL administration that includes the Test of Written English (TWE).

Information and applications for English proficiency tests may be obtained by contacting the following:

MELAB
English Language Institute
Testing and Certification Division
University of Michigan
3020 North University Building
Ann Arbor, MI 48109-1057
Web site: www.lsa.umich.edu/eli
E-mail: melabelium@umich.edu

TOEFL
Educational Testing Service
P.O. Box 6151
Princeton, NJ 08541-615
Web site: www.toefl.org
E-mail: toefl@ets.org

Transcripts

In addition to the instructions for domestic applicants, international applicants must also provide:

- Official documentation of all courses taken and grades received (transcripts/records) from each undergraduate and postgraduate institution attended. Transcripts/records should be issued in the original language and be accompanied by English translations prepared by the institution's authorized official, such as a registrar.
- Official certification of degrees and dates awarded, issued in the original language and accompanied by English translations prepared by the institution's authorized official, such as a registrar. Academic transcripts/records must have a seal and signature in ink from the institution's authorized official, such as a registrar or recorder.

All credentials and documents submitted become the property of the University of Michigan-Dearborn College of Business.

Applications for International Students

In addition to the instructions for domestic applicants, international applicants must:

- Submit with the application, the Affidavit of Financial Support for International Students (available at <http://www.umd.umich.edu/index.php?id=606>) with supporting documentation. Recommendation for admission cannot be certified without this information.
- Submit official transcripts from all universities attended according to the directions listed in this section under the heading "Transcripts."

- Meet the minimum standards of the English proficiency requirement by taking either the TOEFL or the College of Business. See "English Language Requirements" in this section for further information.

International students requiring an I-20 upon admission to the College must have a complete application file and application fee on file in the College of Business Office by the following application deadlines:

Fall Term: June 1st
 Winter Term: October 1st
 Summer Term: March 1st

Guest Students and Post-Graduate Students

Students currently enrolled in a graduate program at another university (guest students) and persons who have already earned a graduate degree (post-graduate students) may request permission to enroll in graduate courses at UM-Dearborn as guest/post-graduate students. Interested students should review the course descriptions, paying particular attention to prerequisites, and determine the course, or courses, they may wish to elect on the UM-Dearborn campus. Before permission to register is granted, it will be necessary to provide the College of Business Student Services Office with the following information:

1. completed guest or post-graduate application form and application fee; the application and application fee is good for one term. When a guest or post-graduate student requests enrollment for two consecutive terms at the time of initial application, the application fee will be waived for the second term of enrollment. The second term of enrollment is contingent on the guest or post-graduate student earning a grade of B or better in each course elected at UM-D. The guest/post-graduate application form is available at <http://www.cob.umd.umich.edu/grad> PDF file) or may be requested at gradbusiness@umd.umich.edu or by telephone to the College of Business Student Services Office at 313-593-5460
2. official transcripts, sent directly to the College of Business Student Services Office from the student's undergraduate degree-granting institution, and official transcripts for all graduate coursework completed or in progress; and
3. guest students only must provide written permission from their home institution verifying enrollment in a graduate program and granting permission to elect the course (or courses) at UM-Dearborn.

Upon receipt of the above information, the Graduate Program Director will review the documentation and if approved, the student will be notified of guest/post-graduate registration procedures. Guest and post-graduate students are permitted to elect a maximum of nine semester hours of credit. Approved guest and post-graduate registration is on a space-availability basis. Credits earned as a guest or post-graduate student do not count as credit toward degree in the UM-Dearborn Graduate Programs.

General Information

Graduate Internship Program

The Internship program is an optional academic program that integrates classroom work and paid practical experience with cooperating businesses. Internships are full-time and last the full semester. Up to three non-resident academic credits are granted for the internship. Second and third internships will be offered for additive credit only.

Students interested in Graduate Internships should schedule an appointment with the Internship Director to go over program policies and sign the Student Internship Contract. The Internship Office coordinates resume dissemination, interview scheduling and job offers.

Students must register for the internship before starting work. As part of the internship, students are required to write a report at the end of the semester and participate in the evaluation process. Students may elect two courses along with the internship with the permission of the Internship Director.

Transfer Credits

A maximum of six (6) graduate semester credits may be transferred to a student's record. Transfer credits appear on the academic record, but the associated grades received for these credits do not appear and are not computed in the student's cumulative GPA. Credits may be transferred only for approved graduate-level courses and if all of the following conditions are met:

- a. The graduate business course must have been completed in an AACSB-accredited business program;
- b. The student must submit a written petition requesting transfer credit with proper documentation attached. The documentation must include a description of the course from the college catalogue, the syllabus for the course, and a copy of the title page and table of contents for each textbook used. Petition forms for admitted students are available at www.cob.umd.umich.edu or from the College's Student Services Office, 168 FCS. Completed petitions

are submitted by the student to the College of Business Student Services Office. The petition is then reviewed by the appropriate faculty member, department chairperson, and Graduate Program Director. A written response to the student's petition is sent to the student;

- c. An official transcript must be received by the COB Student Services Office from the institution offering the courses.

Courses cannot be transferred for credits if:

- a. already applied toward a bachelor or master degree or certificate;
- b. taken more than five years before enrollment in the COB graduate program;
- c. a grade lower than a B was earned.

Degree Requirements

The following degree requirements are required of all graduate programs offered by the College of Business.

- **Minimum Average Grade of B (5.0)**

A cumulative average grade of B or higher will be required in all graduate courses taken for credit and applied to the credit hour requirements.

- **Diploma Application**

To be recommended for the degree, the student must file a formal application with the Registrar's Office. The diploma application is online at http://www.umd.umich.edu/rr_apply-graduate/. See Schedule of Classes for submission deadline.

- **Completion of required courses**

See the requirements for each degree curriculum.

Minimum Credits-in-Residence

The following are not considered as credits taken in residence. A maximum total of twelve graduate credits may be applied to any COB graduate degree from any combination of:

- Approved graduate level offerings (500-level and above) offered by another UM-Dearborn academic unit - maximum three credits.
- Graduate transfer credit from an AACSB accredited program - maximum six credits.
- Graduate Business Internships (BI 500 or BI 560) - maximum three credits.
- COB graduate credits earned through exchanges with international partner universities - maximum twelve credits.

The minimum number of credits-in-residence required for the following graduate degrees are:

- 24 credits for the MBA
- 39 credits for the Dual MBA and MS in Finance
- 27 credits for the Dual MBA and MSE in Industrial and Systems Engineering
- 24 credits for the Dual MHSA and MBA
- 18 credits for the MS in Accounting
- 18 credits for the MS in Finance
- 30 credits for the MS in Management Information Systems

Academic Regulations

All students enrolled in the graduate program are subject to the University regulations concerning student affairs, conduct and discipline. Additional regulations, or variations, which apply specifically to graduate degree candidates are given here.

Grading System

The following (9.0) grading system is used by the College of Business' Graduate Programs:

Letter Grade	Honor Points	Letter Grade	Honor Points
A+	9.0	B-	4.0
A	8.0	C+	3.0
A-	7.0	C	2.0
B+	6.0	C-	1.0
B	5.0	D,E	0.0

Grade point averages (scholastic averages) are computed by dividing the honor points a student has earned by the hours elected. Grades associated with transfer credit from colleges, schools, or units other than UM-D are neither recorded nor used in computing grade point averages of students enrolled in the College of Business.

No credit toward satisfaction of degree requirements is granted for courses in which grades below C- are received. Courses elected under the pass-fail option are not considered in computing grade average.

Incomplete Coursework and Absence from Final Examinations

Refer to this topic under Campus Policies and Procedures in the General Information section of the *Graduate Catalog* or http://www.umd.umich.edu/dept/registration/grade_information.htm#indx.

Academic Standing of Students

To be in good standing, a student must have an overall grade point average of 5.0 or better. At the end of each term, the College reviews the standing of each student with a scholastic average below 5.0. Those whose grade point average (GPA) for the term falls below 5.0 will receive a warning regardless of the cumulative average.

If a student's cumulative GPA is below a 5.0 upon reaching a total of 6 credit hours, or at any point thereafter, the student will be placed on academic probation. The student may be allowed to continue on probation for the next 9 credit hours, as long as the GPA for each term on probation is at least 6.0 (B+). If a cumulative average of 5.0 has not been attained after this probationary period, the student may be required to withdraw from the program. Students required to withdraw may petition to be readmitted.

Students pursuing their degrees part-time (i.e., fewer than 8 credits per semester) may not register for more than three credits while on probation. Students pursuing their degrees full-time (i.e., eight credits or more per semester) may not register for more than nine credits while on probation. Students on probation may petition to waive the enrollment limit.

Repeating Courses

Courses in which a grade of C+, C or C- has been received may be repeated by students in the graduate programs. Grades and honor points for the original course and the repeated course will both appear on the student's transcript and be used in computing the student's grade point average; however, additional credit toward program will not be awarded for the repeated course. Courses in which grades of B- or above have been received may not be repeated by students enrolled in the graduate programs.

Pass-Fail Option

Graduate students enrolled in the College of Business may elect courses with the pass/fail grading option subject to the following conditions:

- 1) This option may not be elected by students on academic probation.
- 2) Courses to be taken under this option must be specified at the time of registration or within the regular period for adding courses.
- 3) Only general elective courses that are not used toward an MBA concentration may be taken Pass/Fail. Courses used to satisfy MS (Accounting, Finance or Management Information Systems) degree requirements cannot be elected pass/fail.
- 4) In a course offered exclusively on a pass/fail basis, a passing grade will be recorded as *S* (and not used in computing a student's grade point average), and a failing grade will be recorded as *E* (and used in computing grade point average). In a course offered with a pass/fail option, a reported grade of B- or above will be recorded as *P*, and a reported grade of below B- will be recorded as *F*. (Whether a *P* or *F* is recorded, the grade is not used in computing a student's grade point average.)
- 5) A student may elect at most two courses on a pass/fail basis, whether at the student's option or not (excluding internship courses).
- 6) Courses which are elected on a pass/fail basis in a manner that does not conform to items (1) through (5) will not accrue toward the degree requirements of the student.

Change in Course Election

Refer to this topic under Campus Policies and Procedures in the General Information section of the *Graduate Catalog* or http://www.umd.umich.edu/dept/registration/add_drop_course.htm.

Petitions for Academic Action

Each request to the faculty of the College of Business for special academic action relative to credits, requirements, standing, etc., should be entered on the appropriate petition form (available in the COB Student Services Office, 168 FCS, or online at <http://www.cob.umd.umich.edu/grad>) and forwarded, with appropriate documentation, to the COB Student Services Office for review by the Academic Standards Committee. A written response, indicating Committee action, will be sent to the student's UM-Dearborn email account.

Student Academic Conduct

A student in the College of Business or any student enrolled in a College of Business course will not engage in academic misconduct, including, but not limited to, plagiarism, cheating, fabrication, aiding and abetting dishonesty or falsification of records and official documents as defined in the Statement of Student Rights and Code of Student Conduct. Definitions of prohibited conduct, sanctions, procedures for applying sanctions, and appellate procedures are specifically set out in the Statement. Copies of the Statement are available in the College of Business Office.

Student Personal Conduct

Any conduct which can be the grounds for civil or criminal lawsuit shall be subject to sanctions by the College of Business.

Right of Appeal

Refer to this topic in the General Information section of the *Graduate Catalog*.

Time Limits for Completing Degree Requirements

Requirements for the degree must be completed within seven (7) years of first enrollment. Students who desire more time must submit, in a written petition to the Academic Standards Committee, reasons for the request and specific plans for the completion of the degree program.

Maintenance of Active Degree-Seeking Status and Readmission

Admission to the College is granted for a specific term. Students who are admitted, but do not enroll in the appointed term and who have not notified the College of their desire to exercise the deferred admission option, must reapply for admission. Full-time or part-time students lose active degree candidacy if at least one course is not completed within a 12-month period. Readmitted students must comply with current degree requirements. Admission to the College is competitive, and applications for readmission will be decided on the standard for the term in which the former student wishes to enroll.

Advising

Responsibility for planning the specific content of the academic program rests with the student. A thorough familiarity and understanding of the regulations contained in the Graduate Programs description material

and/or the *Catalog* are essential for sound planning. All students are encouraged to take advantage of academic advising when they desire it in choosing courses. The College of Business maintains office hours Monday through Friday, and support personnel are available to answer student inquiries regarding course requirements, academic status, course prerequisites, and the like. An advance appointment is suggested for advising discussions. In addition, faculty advice is available and should be sought in planning programs. Members of the faculty are available during their office hours throughout the term. Students are invited to talk with them during faculty office hours or at a time arranged in advance. Students are strongly encouraged to plan their program by utilizing the Course Reference Guide at <http://www.cob.umd.umich.edu/1595> and working with their program advisor.

Academic Honors

Achievement of various kinds is recognized both prior to graduation and in the granting of degrees.

Dean's Honor List

Each term the dean posts an Honor Roll recognizing those students who have taken nine hours or more, and have obtained a B+ (6.0) or better average.

Beta Gamma Sigma

Beta Gamma Sigma is the national honor society for business schools accredited by AACSB-The International Association for Management Education. Membership in Beta Gamma Sigma is one of the highest scholastic honors that a student in the graduate program can achieve based on outstanding scholastic achievement as measured by overall grade point average. Invitation for membership to Beta Gamma Sigma is extended to College of Business graduate students that are in the top twenty percent of their graduation class.

Graduation "With Distinction"

Students who have maintained a 7.0 or above cumulative and business administration grade point average will be graduated "With Distinction," and it will be recorded on their transcript.

Graduation "With High Distinction"

Students who have maintained an 8.0 or above cumulative and business administration grade point average will be graduated "With High Distinction," and it will be recorded on their transcript.

Course Descriptions

The courses described here are those regularly offered by the College. All courses give three hours of credit, except as otherwise specified by the numeral(s) in parentheses. Check with your Graduate Program Advisor for applicability of course offerings to your degree program. Students are strongly encouraged to plan their program by utilizing the Course Reference Guide at <http://www.cob.umd.umich.edu/1595> and working with their program advisor.

Students enrolled in graduate degree programs from other UM-D schools or colleges cannot elect more than 12 graduate credits offered by the College of Business, unless the COB credits are required as part of the student's graduate degree program.

Course Prerequisites

The faculty determined the appropriate prerequisites for each course. These prerequisites exist to make sure the student has the specific background necessary not only to minimally complete the course, but also to assure a broad enough background so the student fully benefits from the course. Students must observe all prerequisites in course planning. The registration system will not allow students to register for courses without the course prerequisites successfully completed. Students with previous coursework or experience may petition the College of Business for a prerequisite override. Forms and instructions for this process are available at www.cob.umd.umich.edu or from the College of Business Student Services Office, 168 FCS. You must allow 10 working days for your request to be reviewed. Students that are registered for a course without the prerequisites or an approved prerequisite override will be administratively withdrawn from the course.

Accounting (ACC)

ACC 505 Developing and Interpreting Financial Information
3.00 Credits
Prerequisite: Graduate standing

Students learn how financial information is developed, interpreted and utilized in business. This is accomplished by studying financial accounting tools and estimation methods used for interpretation and managers' decisions relating to investing, financing, and operating activities. Topics include financial information development and analysis, accounting estimation techniques, and cash flow analysis. Financial accounting methodology with respect to the

sales and receivables cycle, inventory, property, plant and equipment, liabilities, corporate equity and initial public offerings, and investments in other corporate entities are studied. Cases requiring critical analysis and interpretation may be integrated throughout the course.

ACC 520 Communication for the Accounting and Tax Professional
3.00 Credits
Prerequisite: graduate standing.

The ability to communicate effectively is an important skill for the accounting and tax professional. This course develops this important skill in financial accounting, tax compliance and tax planning settings through a series of case studies. Emphasis will be placed on effectively communicating technical aspects of the accounting concepts and tax law to management, clients, and other professional tax situations. Students may not receive credit for both ACC 630 and ACC 520.

ACC 555 Cost Management
3.00 Credits
Prerequisites: Developing and Interpreting Financial Information (ACC 505) or equivalent

To introduce how cost and managerial accounting concepts and techniques can be applied to fully utilize information created by contemporary accounting information systems. The theoretical and empirical nature of cost management reports, their structures and contents, are emphasized with the goal of highlighting the relevance and limitations of this information in decision making. The course gives consideration to global and individual responsibility center performance by covering such topics as product costing, control standards, cost allocation, pricing, quality, short-term and long-term budgeting, and performance evaluation. In addition, the reciprocal roles of accounting and technology in enhancing efficiency and effectiveness benchmarks are investigated. Interwoven into the course coverage are ethical, diversity, critical thinking, and global dimensions of business. This course also integrates emerging issues and techniques to assist managers and consultants in the accounting, finance, marketing, and human resource arenas.

ACC 600 Seminar in Financial Accounting Theory
3.00 Credits
Prerequisite: Asset Accounting (ACC 356 or ACC 358) or equivalent

This course provides an overview of 1) various approaches to accounting theory formulation (including traditional, regulatory, events, behavioral, information processing, predictive, and positive approaches), and 2) alternative asset valuation and income determination

models (including historical cost, replacement cost, net realizable value, and present value models, along with the impacts of price level adjustments). Particular attention is directed at how these various approaches impact the state of the art of Accounting and how they influence the future evolution of Accounting. Additionally, the course provides for exploration and critical examination of the evolution and present state of the Financial Accounting Standards Board conceptual framework. The nature of the topics covered will enhance understanding of current and developing generally accepted accounting principles.

ACC 603 Controllership

3.00 Credits

Prerequisites: Cost Accounting and Analysis (ACC 355) or Cost Management (ACC 555) or equivalent.

The nature of the control function in business corporations is the focus of this course. Thus, classes cover the characteristics of management planning and control in functional and divisional organizations, responsibility accounting and the role of efficiency and effectiveness in performance measurement. Coverage also extends to controllers' roles in strategic planning, programming, and budgeting, transfer pricing, and their behavioral, global, ethical, and technological dimensions. Class presentations employ case analysis and emphasize the qualitative nature of controllership.

ACC 604 Issues in Auditing and Forensic Examination

3.00 Credits

Prerequisites: Graduate standing.

To study forensic examination and investigation techniques including typical embezzlement and financial statement fraud scenarios, fraud risk factors, sources and uses of evidence, and interrogation and surveillance techniques. Other course topics may include auditing standards for private and public companies, expanding assurance services, advanced internal control testing, audit objectives and procedures, ethical standards, sampling techniques, auditor's report, risk based auditing, and management letters. Special attention will be given to the changing role and services offered by internal and external auditors, auditor responsibility to the public, and the ability of the auditor to offer assurance.

ACC 605 International Accounting and Taxation

3.00 Credits

Prerequisites: Seminar in Financial Accounting Theory (ACC 600). Federal Income Taxation or equivalent recommended (ACC 360).

To study selected topics in international accounting and taxation. The course will examine accounting principles and practices of the major world economies and

consider issues typically encountered by U.S. corporations in accounting for and reporting the financial activities of foreign operations. Students will explore taxation of international operations and tax planning for the U.S. based multinational corporation.

ACC 608 Financial Statement Analysis

3.00 Credits

Prerequisites: Development and Interpretation of Financial Information (ACC 505) or equivalent.

The objective of financial statement analysis is to examine the relationship between financial statement information and the measurement of firm value. The analysis merges actual firm value created by economic process and estimating firm value through accounting reporting methods. Students will develop tools to interpret financial statement information for use by investors, creditors, and other third party stakeholders. Topics include, but are not limited to an overview of financial statements, basic financial analysis, profitability analysis and the quality of earning, cash flow analysis, asset analysis, liability analysis, and valuation and equity analysis. ACC 608 does not carry credit toward degree in the graduate MS in Accounting Program.

Business Economics (BE)

BE 530 Economic Analysis: Firm and Consumer

3.00 Credits

Prerequisites: Graduate standing and mathematics admission prerequisite.

This is a microeconomics course with a managerial emphasis designed for graduate students. Microeconomics is a branch of economics that studies the behavior of individual consumers, producers, and industries. This course emphasizes business applications of economic theories. Among the topics covered are supply and demand, production functions, cost minimization, profit maximization, competitive markets, monopoly and monopsony, monopolistic competition, oligopoly, decision making in uncertain situations, and asymmetric information.

BE 580 Economic Analysis: National and International

3.00 Credits

Prerequisites: Economic Analysis: Firm and Consumer (BE 530).

This is a macroeconomics course designed for graduate management students. Macroeconomics is a branch of economics that studies the performance of entire economies. Accordingly, this course develops an understanding of both the domestic economic situation

and the importance of global interactions. Topics include analysis of the levels of aggregate output, employment and prices, the roles of aggregate supply and aggregate demand, monetary and fiscal systems and policies, and the impacts of international trade and financial flows.

Business Internship (BI)

BI 500 Business Internship

3.00 Credits

Prerequisites: Graduate standing and permission of Internship Director.

The internship provides full-time paid experience for students in a professional business environment. Participating employers hire students within parameters set by the internship program. Students are required to submit a report and evaluative documents at the end of each work assignment and participate in an assessment session with the internship staff.

BI 560 International Business Internship

1.00 to 3.00 Credits

Prerequisites: Graduate standing and permission of Internship Director.

This internship allows flexibility to engage in applied practical work experience outside of the United States, through paid or unpaid and full or part time work experiences. Participating organizations hire students within parameters set by the Internship Program. Students are required to maintain contact with the Internship Office throughout their experience. Students are required to submit reports, evaluation documents and participate in an assessment session with the internship staff. Students are responsible for their own legal, housing and transportation issues. This course will satisfy non-resident academic credit, which may be applied to elective credit for the student's degree requirements.

Business Policy and Strategy (BPS)

BPS 535 Strategic Planning and Decision Making

3.00 Credits

Prerequisite(s): Organization Behavior (OB 510) and Marketing Management (MKT 515) and Operations Management (OM 521 or IMSE 580 or EMGT 520) and Financial Management I (FIN 531).

To study management of the business in relationship to its external environment. Emphasis is on strategic

analysis, strategy formulation, and strategy implementation. Topics include: the strategic management process; developing a strategic vision; setting objectives; company, industry, and competitive analysis; strategic analysis and competitive advantage; crafting strategy at the functional, business, corporate, and international levels; designing the organizational structure; and designing operational policies and procedures, and reward systems.

BPS 585 Managing Strategic Innovation and Change

3.00 Credits

Prerequisite(s): A minimum of 45 credits completed or waived towards degree which include: ACC 505, OB 510, MKT 515, BE 530, FIN 531, BPS 535, OM 521 or IMSE 580 or EMGT 520, and DS 520 or IMSE 514.

Effective managers are able to develop organizational architectures, strategies, cross-functional competencies, and linking systems that produce innovations, and manage organizational changes that accompany innovation. This course will examine how core competencies, career patterns, culture, power and organization structure all interact jointly to determine whether the organization can achieve and maintain a high degree of fit with a fast changing environment. Students will learn, through theoretical readings, practical examples, and extensive case analysis and research, how top managers manage innovation and strategic change and how effective leadership nurtures, sustains and exploits innovation to build an adaptive organization.

Decision Sciences (DS)

DS 520 Applied Statistical Modeling

3.00 Credits

Prerequisites: Graduate standing and DS 300 or statistics admission prerequisite or equivalent.

This course explores statistical modeling and analysis techniques for aiding managerial decision making. Topics include: univariate- and multivariate linear and polynomial regression, one-way- and two-way analysis of variance (ANOVA), correlation, and parametric techniques. Selected software packages are used in laboratory exercises and in a statistical modeling project. No credit toward degree for Dual MBA/MSE-I&SE students; credit not given for both DS 520 and IMSE 514.

DS 570 Management Science

3.00 Credits

Prerequisites: Graduate standing and college algebra.

To develop basic competence in introductory management science and operations research. Topics

include: problem formulation and model development in optimization, linear programming (LP), duality theory, economic interpretation, and sensitivity analysis, introduction to integer programming (IP), special linear programs, network modeling, and introduction to non-linear programming (NLP). Selected software packages are used in laboratory exercises and in an optimization project. No credit toward degree for Dual MBA/MSE-I&SE students.

DS 630 Applied Forecasting
3.00 Credits

Prerequisite: Applied Statistical Modeling (DS 520 or IMSE 514).

This course explores applied quantitative modeling methods used in forecasting. Topics include: moving averages, various smoothing techniques, trend- and seasonal forecasting, univariate- and multivariate regression based time series analysis (ARMA, ARIMA). Selected software packages are used in laboratory exercises and in an applied forecasting project.

Entrepreneurship (ENT)

ENT 626 Introduction to Entrepreneurship
3.00 Credits

Prerequisite: Graduate Standing.

This course focuses on the process of new enterprise creation. It will examine how the interplay of personal and group creativity and market demand provides a basis for the conception, design and launch of new ventures. Although a variety of business options will be considered, emphasis will be placed on the creation of technology-driven growth enterprises. The course content will familiarize students with the tasks of capital formation, business planning, staffing, systems design, and operations management in the entrepreneurial context. Students taking the course should have an interest in creating a new firm or initiating an entrepreneurial venture within a larger organization. All students will develop and present a business plan for their venture.

ENT 627 Managing the Entrepreneurial Firm
3.00 Credits

Prerequisite: Graduate Standing.

This course addresses the issues of managing an existing enterprise. It gives special emphasis to the challenges associated with growth and maturation of the firm. These include second round and mezzanine financing, market penetration and new market entry, expanding the product lines, building the management team, formulating operating policies and procedures, strengthening the firm's competitive position and

establishing market entry barriers, and creating harvest options.

Finance (FIN)

FIN 531 Finance Fundamentals and Value Creation
3.00 Credits

Prerequisites: Developing and Interpreting Financial Information (ACC 505)

This course provides the fundamentals of the finance discipline with an emphasis of value creation as the primary objective of a corporation. Capital budgeting analysis and techniques are extensively discussed. Valuation of securities is presented along with an introduction to modern portfolio theory and market efficiency. Issues related to international financial management are also introduced.

FIN 581 Topics in Corporate Finance
3.00 Credits

Prerequisite: Finance Fundamentals and Value Creation (FIN 531) and Economic Analysis: Firm and Consumer (BE 530 at least concurrently).

This course integrates theory and practice for major corporate topics such as capital structure and dividend policy. Additional topics include leasing, corporate governance, mergers and acquisitions, short-term financial management, and risk management. These topics are examined from the perspective of the corporate financial manager.

FIN 650 Corporate Valuation and Strategy
3.00 Credits

Prerequisite: Topics in Corporate Finance (FIN 581).

This course examines a variety of financial management topics, such as project and enterprise valuation and risk analysis, corporate restructuring, dividend policy, corporate governance, and current asset management using case studies and readings.

FIN 651 Investment Process, Analysis and Management
3.00 Credits

Prerequisites: Finance Fundamentals and Value Creation (FIN 531) and at least concurrent enrollment in Applied Statistical Modeling (DS 520 or IMSE 514).

This course provides an examination of the process of investment analysis and management. Topics include: analysis of fixed income securities, stock valuation, and introduction to derivative securities; discussion of portfolio theory and management; and an overview of investment environment. Wherever it is appropriate,

the above topics will also be discussed in a global context.

FIN 652 Derivatives and Risk Management
3.00 Credits

Prerequisite: Finance Fundamentals and Value Creation (FIN 531) and Calculus I (Math 113 or equivalent).

The focus of this course is on understanding the derivative securities and their use in risk management. This course provides an in-depth introduction to options and option pricing as well as an extensive overview of forward, future and swap contracts. This course will draw upon the intuition and analytic tools developed to examine sophisticated financial products or strategies that firms and investors have used in their risk management.

FIN 653 Current Issues in Investments and Capital Markets
3.00 Credits

Prerequisites: Investment Process, Analysis and Management (FIN 651) or Derivatives and Risk Management (FIN 652).

This course prepares students for career development and advancement in the challenging investment profession. The course provides an in-depth study of advanced contemporary theoretical and practical issues in global investments and capital markets that parallel the body of knowledge of the Chartered Financial Analysts (CFA) program. Topics may include advanced investment theory and valuation techniques, asset allocation, behavioral finance, derivative securities and their applications, emerging markets and global investing, ethics for investment professionals, financial statements and security analysis, fixed income securities and markets, market efficiency, market microstructure, portfolio management and performance evaluation, etc. The format and topics may vary.

FIN 654 Financial Intermediation
3.00 Credits

Prerequisite: Finance Fundamentals and Value Creation (FIN 531).

Financial intermediaries provide services to borrowers and lenders, often creating new securities or providing brokerage services broadly defined. Intermediaries include depository institutions such as commercial banks and nondepository institutions such as security firms, pension funds and insurance companies. This course studies the functions of intermediaries, the industry regulations, and competition in a deregulated environment. Special emphasis is placed on financial markets and financial instruments created by intermediaries, risk of intermediation, risk management, and financial innovations in the industry.

FIN 655 International Financial Management
3.00 Credits

Prerequisite: Finance Fundamentals and Value Creation (FIN 531).

This course views international finance at the micro level, but of necessity it will cover some aspects of macro-level international finance as well, such as the international financial system and the balance of payments mechanism. The following topics will be covered: the international financial system, balance of payments, foreign exchange, exchange risk management, international financial markets, foreign investment, and foreign trade financing.

FIN 656 Fixed Income Securities
3.00 Credits

Prerequisite: Calculus I (Math 113 or equivalent). Investment Process, Analysis and Management (FIN 651) or at least concurrent enrollment in FIN 651 plus completion of Topics in Corporate Finance (FIN 581), Derivatives and Risk Management (FIN 652), Financial Intermediation (FIN 654), or International Financial Management (FIN 655).

The fixed income market, accompanied by the introduction of sophisticated financial engineering techniques, has grown into a vital segment of the global financial market. This course covers major topics associated with this market, including bond pricing, yields, and volatility; term structure of interest rates and yield curve; market structure and analytical techniques for Treasury, municipal, corporate bonds, mortgage-backed securities, CMOs, asset-backed securities, bonds with embedded options; and bond portfolio management strategies. The fundamental objective of this course is to help students develop analytical skills for pricing fixed income securities and managing interest rate risk. In addition, materials covered in this course incorporate the common body of knowledge of the Chartered Financial Analysts (CFA) program.

Human Resource Management (HRM)

HRM 561 Human Resource Management
3.00 Credits

Prerequisites: Organization Behavior (OB 510 or EMGT 545).

This course provides managers from different business functions with the principles, knowledge, and techniques for managing employees. Incidents and cases are used to diagnose human resource problems, and design and implement solutions. Topics include: employment law, job design and analysis, performance

evaluation, human resource planning, recruiting, selection and assessment, training, managerial development, compensation and incentives, reductions-in-force, collective bargaining and labor relations, and human resource management for international operations. The course stresses the evaluation of human resource programs, and the need for human resource practices to be compatible with one another and to be supportive of the firm's strategy.

HRM 611 Staffing, Training and Development
3.00 Credits

Prerequisite: Human Resource Management (HRM 561).

The course examines the design and management of personnel staffing, selection, training, and development activities as mechanisms for predicting and influencing individual and organizational performance. Key topics to be covered include: staffing strategy and planning; job design and analysis; external and internal recruiting; employee testing and assessment methods; measurement, validation, and decision-making issues in selection; instructional design and delivery; methods for developing employees and managers; career management; laws and regulations affecting staffing and training; evaluation methods for staffing and training activities; and issues in staffing and training for an international workforce.

HRM 613 Management-Union Relations
3.00 Credits

Prerequisite: Organization Behavior (OB 510 or EMGT 545).

To study the rationale for, and processes of, union-management relations. Topics include: contract negotiation and administration; processes of organizing and collective bargaining; and content and philosophy of labor-management relations law. A major portion of the course is devoted to a bargaining simulation exercise.

Law & Environment (LE)

LE 510 Commercial Transactions
3.00 Credits

Prerequisite: graduate standing.

This course provides both the content and context needed to understand the legal impact of business decisions with particular emphasis on commercial transactions. Topics include law of contracts and sales, commercial paper, secured transactions, and debtor-creditor relationships.

LE 523 Legal Environment for Managers
3.00 Credits

Prerequisite: Graduate Standing. Recommended for students who have not previously completed a business law or legal environment course at the undergraduate level.

This course equips the student to develop a logical approach to problem solving based on critical legal thinking, sound business judgment, and ethical considerations. The student will be introduced to the principal ways that law is made and enforced, including the development of the common law, statutory interpretation, and agency processes. The course surveys the impact of regulation on the relationships between the business and its' customers, suppliers, products or services, employees, and owners.

Marketing (MKT)

MKT 515 Marketing Management
3.00 Credits

Prerequisite: Graduate standing.

This course examines the concepts, problems and techniques associated with the activities of bringing both consumer and industrial products to the marketplace. Topics include: consumer and industrial buyer behavior, market segmentation, target marketing, as well as product, place, promotion and pricing strategies. Particular emphasis is placed on analysis of cases.

MKT 565 Advanced Marketing Management
3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course examines the current challenges facing the marketers, ranging from industry deregulation, Internet revolution to globalizing. Looked closely are the emerging issues impinging on marketing decision, particularly in regard to focused marketing, relationship marketing, competitive advantage, positioning, and the marketing mix strategies. Term project and case analyses are important components of the course.

MKT 620 Consumer Behavior
3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course introduces students to concepts and theories developed in the behavioral sciences (economics, marketing, psychology, sociology, and anthropology) in relation to their influence on consumer behavior. The course is designed to provide students

with an in-depth understanding of consumer markets in order to develop effective marketing strategies.

MKT 621 Advertising and Promotion
3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course approaches advertising and promotional strategies and tactics from an integrated marketing communications perspective. The course is designed to provide students with an understanding of the various marketing mix elements, including advertising, sales promotion, public relations, direct marketing, event sponsorship, and the Internet in order to develop effective marketing communication strategies.

MKT 622 International Marketing
3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course provides students with an understanding of the various components and functions of international marketing. The course develops a keen appreciation for the international marketing function. The course develops a keen appreciation for the international marketing environment and the complex forces impacting on the international marketing function. The focus is on evolving an integrated and functional framework for international marketing decisions.

MKT 623 Business to Business Marketing
3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course examines the differentiating aspects of industrial (business to business) marketing and the operational and strategic issues associated with them. Covers target marketing, marketing mix and strategic decisions involved in business markets. Case studies are an important feature of the course.

MKT 624 Service Marketing
3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course examines the development and management of services in a changing and growing global marketplace. Among the challenges addressed will be the development of global service marketing strategies, the process for the development of new services, the role of climate and culture within the organization, strategies for customer retention, quality management and measurement in a service organization, and insights into service demand and the structure of the service industry.

MKT 625 Global Sourcing and Logistics

3.00 Credits

Prerequisite: Marketing Management (MKT 515).

This course examines concepts in international purchasing and logistics to provide an in-depth understanding of the international supply chain. The course will examine how sourcing and logistics activities change and become more complex in the global environment. These aspects will be discussed in terms of the opportunities, challenges, and changing customer requirements presented by trading blocs, emerging markets, and developing countries.

Management Information Systems (MIS)

MIS 525 Computer and Information Systems

3.00 Credits

Prerequisites: Graduate standing and a computer applications course which includes spreadsheets and word processing, or equivalent knowledge.

This course focuses on the management concepts and information technology needed to create effective information systems. Topics include: a survey of information technology, information systems and organizations, strategic information systems, management support systems and ethical and social issues in information systems. The course will address how information systems can help individuals, work groups, and organizations achieve competitive advantage; how these users adopt, adapt, develop, manage, and use (or misuse) information systems; and the impact that IS can have on us and our organizations.

MIS 526 IT Hardware and Software

3.00 Credits

Prerequisites: Graduate standing.

This course introduces the basic concepts of computer hardware and software. Topics will include: CPU architecture, memory, registers, addressing modes, busses, instruction sets, multi processors versus single processors; peripheral devices: hard disks, CDs, video display monitors, device controllers, input/output; operating systems functions and types; operation system modules: processes, process management, memory and file system management; examples of hardware architectures; examples of operations systems; basic network components, switches, multiplexers and media; installation and configuration of multi-user operating systems.

MIS 527 Programming and Data Structures

3.00 Credits

Prerequisites: Graduate standing.

This course introduces the basic concepts of program design, emphasizing an event-driven environment. Students will develop an understanding of fundamental programming logic and learn to use basic programming structures to solve simple business problems. Students are introduced to the program development cycle and programming principles, basic programming logic and structures, and common data types. Topic coverage may include an introduction to object-oriented programming and other next generation programming environments.

MIS 575 Information Management

3.00 Credits

Prerequisite: Computer and Information Systems (MIS 525).

This course examines the basic concepts of information management for business organizations. Database systems are examined as a key tool for managing information. The goal of this course is to provide adequate technical detail while emphasizing the organizational and implementation issues relevant to the management of computerized information in an organizational environment. Topics include data modeling, database design, data definition and manipulation languages, database administration, data standards and policies, data quality, data integration, data warehousing, and data mining.

MIS 585 Network Application Development

3.00 Credits

Prerequisite: Programming and Data Structures (MIS 527).

This course is designed for students to explore the unique concerns in developing applications designed to run in a networked environment. The goal of this course is for students to gain proficiency in network-based programming languages, while at the same time understanding concerns specific to networked applications, such as security and latency. Topics include client-server development, distributed object models, training in specific languages such as PHP and PERL, programming and security, and networked application tuning.

MIS 640 Information Systems Development

3.00 Credits

Prerequisite: Information Management (MIS 575) at least concurrently.

This course provides a foundation in systems analysis and design concepts, methodologies, techniques, and

tools. Students will learn to analyze an organizational program, define user requirements, design an information system, and plan an implementation. Methodologies covered include the traditional life cycle approach as well as newer methodologies such as an object-oriented approach, joint applications development (JAD), and prototyping. A semester-long project gives students the opportunity to apply these techniques to a business problem. This project will use technologies such as a computer-aided software engineering (CASE) tool, a database management system (DBMS), or a fourth-generation language.

MIS 641 Computer Networking

3.00 Credits

Prerequisite: Computer and Information Systems (MIS 525)

This course provides an introduction to data communication, networks, distributed processing, and collaborative computing. The course will cover the technical and management aspects of computing networks and distributed systems supporting a wide range of organizational functions from organizational process to strategic decision making. The organizational implications of computer networking are also examined.

MIS 642 Information Technology Security

3.00 Credits

Prerequisite: Computer Networking (MIS 641)

This course will provide the students with an exposure to the unique concerns and realities of security in the IT environment today. The course will cover principles of security from a managerial point of view, but will provide the students with enough of a technical focus to actively participate in the process of organizational IT security. Students will be exposed to the problems and dangers from insecure IS and the means to prevent any security breaches, while also learning to respond to a breach when it does happen. Students will take this knowledge to learn to develop security plans and conduct security audits. Coursework will include extensive reading and seminar participation as well as time in the laboratory to explore and reinforce concepts.

MIS 643 Information Technology Project and Change Management

3.00 Credits

Prerequisite: Computers and Information Systems (MIS 525).

This course examines the management of information system projects in business organizations as well as human and organizational reactions to the changes brought about by new information systems. Topics include project planning, change control, project

controls, project reporting, information system projects and organizational change, factors affecting project success and failure, and project management software.

MIS 644 Information Technology Policy and Strategy
3.00 Credits

Prerequisite: Computers and Information Systems (MIS 525).

This course provides an overview and an understanding of the issues involved in the strategic management of the information technology (IT) and information systems (IS) of an organization and the development of organizational strategies and policies considering environmental constraints. A broad range of issues and problems associated with the information assets of the organization and their alignment with the strategic goals of the organization is examined. An example of topics covered might include: ethical, privacy, and social issues arising within the new information environment; current laws and currently proposed laws and their implications; competition and monopoly in software and hardware markets; and online content and access. Since the course focuses on current issues, the reading each week consists of basic text chapters as well as readings contributed by the professor and class. These readings will change to reflect the dynamic environment of IT/IS. The course prepares students for IT strategy and policy analysis and development. Coursework includes extensive reading, seminar participation, case analysis, research projects, and examinations.

MIS 645 Global Outsourcing of IS Activities
3.00 Credits

Prerequisite(s): Computers and Information Systems (MIS 525); and Information Technology Project and Change Management (MIS 643), or Information Technology Policy and Strategy (MIS 644).

This course provides an overview and an understanding of the issues involved in extensive outsourcing in a global environmental. There exists a growing relationship between globalization, outsourcing, and information technology and the technological and social issues that support or inhibit this relationship is the focus of this class. An example of topics covered might include: national culture, the global IT manager, managing a global IT project, cultural diversity, and ethical and social issues. Since the course focuses on current issues, the reading each week consists of basic text chapters as well as current academic and practical articles. These readings will change to reflect the dynamic environment of IT/IS. Coursework will include extensive reading, seminar participation, case analysis, research projects, and examinations.

MIS 646 Human Computer Interaction and Interface Design

3.00 Credits

Prerequisite: Computers and Information Systems (MIS 525).

This course introduces students to the fields of human computer interaction (HCI), interface design, and usability engineering. The cognitive aspects of HCI will be explored as well as several methods for usability evaluation/inspection. The course will include an examination of the emerging discipline of information architecture. Topics will include: HCI definitions, theories, and history; interface design principles and interaction methods; usability evaluation techniques; usability heuristics and design guidelines; perspectives of designers versus users; and user centered design.

MIS 647 Advanced Programming

3.00 Credits

Prerequisite: Programming and Data Structures (MIS 527).

This course allows students to build on their programming skills learned in MIS 527. Students will be exposed to advanced programming topics, such as multi-threading, multimedia, exception handling, networks, database connections, component-based programming, Web-based applications, and non-technical issues in programming and application development. Students will be introduced to a computer-aided software environment and collaborate on building more complex applications based on business requirements.

MIS 648 Information Management II

3.00 Credits

Prerequisite: Information Management (MIS 575).

This course examines the processes and tools used to develop and administer database systems in business. Database systems used to support both transaction processing and decision-making in organizations are studied. A class project involving the development of a database using a client/server database management system is performed. Topics include database development, client/server databases, concurrency control, database security, administration of database privileges, and complex data retrieval commands.

Operations Management (OM)

OM 521 Operations Management
3.00 Credits

Prerequisite: Graduate standing.

Operations Management is concerned with the efficient transformation of inputs into outputs that will effectively achieve customer satisfaction. In a dynamic, competitive world, a company's effectiveness depends significantly on how well the firm's resources are managed. This course focuses on managerial tools for understanding the processes that are required for developing and delivering appropriate products and services. It prepares managers to use the results of analysis to constantly improve the firm's operational performance. No credit toward degree for Dual MBA/MSE-I&SE students; credit not given for both OM 521 and IMSE 580 or EMGT 520.

OM 571 Global Operations Management
3.00 Credits

Prerequisite: Operations Management (OM 521 or IMSE 580 or EMGT 520).

This course aims to develop an understanding of key devices of global operations management performance and their interrelationship with the firm's strategy. Special emphasis is given to tools and skills necessary to develop solutions for a variety of supply chain design problems and inter-firm and intra-firm coordination issues. The overarching course objective is to develop an in-depth understanding of integrative managerial issues and challenges related to developing and implementing a firm's global operations strategy.

OM 631 Service Operations Management
3.00 Credits

Prerequisite: Operations Management (OM 521 or IMSE 580 or EMGT 520).

This course examines both traditional and new approaches for achieving operational competitiveness in service businesses. Major service sectors such as health care, banking and financial services, transportation, restaurants, hotels, and resorts are examined. The course addresses both strategic and operational decision making. Among topics covered are; the service concept and operations strategy, design of effective service delivery systems, productivity and quality management, response time (queuing) analysis, capacity planning, yield management, and the impact of information technology.

OM 660 Analysis & Design of Supply Chains
3.00 Credits

Prerequisite: Operations Management (OM 521 or IMSE 580 or EMGT 520).

The purpose of this course is to equip the student with the ability and the tools necessary to recognize, analyze, and resolve significant problems in the operation of a supply chain system through the application of quantitative techniques. This course focuses on the strategic role of the supply chain, key strategic drivers of supply chain performance, and the tools and techniques for supply chain analysis.

OM 661 Supply Chain Logistics Management
3.00 Credits

Prerequisite: Operations Management (OM 521 or IMSE 580 or EMGT 520).

The overarching course objective is to develop an in-depth understanding of integrative managerial issues and challenges related to developing and implementing a firm's logistics strategy. Attention is directed to the logistical mission confronted by varied types of business organizations. Logistics is positioned as a value-adding process that achieves time and place synchronization of demand stimulation and operations fulfillment. Emphasis will be placed on challenges related to providing logistical support for procurement, manufacturing and market-distribution.

Organizational Behavior (OB)

OB 510 Organization Behavior
3.00 Credits

Prerequisite: Graduate standing.

To provide a basic understanding of individual, interpersonal and group behavior in organizations and how this understanding can be used in the practice of management. Topics for discussion include: motivation, communication and influence, group dynamics, structure design and inter-group relations, planning, control and reward systems, leadership, and organization development.

OB 560 Management Skills Development
3.00 Credits

Prerequisite: Organization Behavior (OB 510 or EM 545).

To present the concepts, problems, and techniques of managing the human resources of an organization with emphasis on application and skill building. Topics include skills development for interviewing, counseling,

and appraising employees; work team leadership and development of inter-group relationships, and conflict resolution.

OB 610 International Dimensions of Organizational Behavior and Human Resource Management

3.00 Credits

Prerequisites: Organization Behavior (OB 510 or EMGT 545) and Human Resource Management (HRM 561).

The course aims to provide a systematic review of international environmental forces and their influence on all management areas of corporate entities. Emphasis is placed on the issues confronting managers in international arenas as they attempt to plan, organize, staff and control global operations of multinational companies. The course will offer in-depth coverage of cross-cultural management, especially human resources management and behavioral dimensions of managing organizations in the global context.

OB 612 Organizational Change and Development

3.00 Credits

Prerequisites: Organization Behavior (OB 510 or EMGT 545).

To introduce theories, methods and practice of organizational change and development; to provide a conceptual framework for examples of planned organizational change. Topics include: sub-processes in organizational change, intervention methods, sequencing and integration of change processes, change roles and role relations, change objectives and criteria.

Taxation (TAX)

TAX 501 Income Tax Accounting Rules and Timing Issues

3.00 Credits

Prerequisite: graduate standing.

Course examines in detail the cash and accrual accounting rules for income tax purposes, including inventory accounting, the uniform capitalization rules, and installment sales of property. Time value of money principles and imputed interest matters are examined in connection with the original issue discount rules.

TAX 502 Income Taxation of Property Transactions

3.00 Credits

Prerequisite: graduate standing.

Course analyzes the fundamental income tax rules relating to property transactions. Topics include basis

computation, realization and recognition concepts, effect of debt, characterization issues, capital recovery procedures, like kind exchanges, limitations on related party transactions, passive activity loss limitations, at-risk rules, tax shelter issues, and leasing transactions. The planning and business aspects of property transactions are emphasized.

TAX 510 Fundamentals of Corporate Income Taxation

3.00 Credits

Prerequisite: graduate standing.

This course analyzes federal income tax rules relating to the definition, formation, operation, and liquidation of corporations, including property distributions, stock redemptions, and tax/book income reconciliations. The planning and business aspects of these corporate items are emphasized. Student may not receive credit for both ACC 633 and TAX 510.

TAX 611 Advanced Corporate Income Taxation

3.00 Credits

Prerequisite: Fundamentals of Corporate Income Taxation (TAX 510).

This course analyzes federal income tax rules relating to corporations, including taxable acquisitions; tax free acquisitive, divisive, and bankruptcy reorganizations; corporate recapitalizations; and transfers of corporate attributes, including limitations on such transfers. The planning and business aspects of these corporate items are emphasized. Students may not receive credit for both TAX 611 and ACC 634.

TAX 615 Flow through Entities

3.00 Credits

Prerequisite: graduate standing.

A study of advanced income tax problems involving partnerships and S-Corporations, including organization, operation, distributions, liquidations, basis, family partnerships, and sales and exchanges. The planning and business aspects of partnerships and S-Corporations are emphasized. Student may not receive credit for both TAX 615 and ACC 636.

TAX 622 Estate and Gift Taxation

3.00 Credits

Prerequisite: graduate standing.

This course covers the basics of estate, gift, and trust taxation and tax issues encountered by small businesses. Topics include tax planning techniques to minimize the tax-burden on intergenerational transfers of wealth, tax planning for the closely held business, capital formation and preservation, tax compliance and

tax alternatives. Student may not receive credit for both TAX 622 and ACC 637.

TAX 627 International Income Taxation

3.00 Credits

Prerequisite: Fundamentals of Corporate Income Taxation (TAX 510).

Course examines in a survey fashion the taxation of business and investment transactions by foreigners in the U.S. (in-bound transactions) and business and investment transactions by U.S. individuals and corporations in foreign countries (out-bound transactions). Topics include residence, source of income and deductions, taxation of foreign persons on U.S. source passive investment income and U.S. source business income, including income from U.S. branches of foreign corporations, and the effect U.S. tax treaties have on these matters. The course also includes a survey analysis of the foreign tax credit, the anti-tax deferral rules of Subpart F, and the intercompany transfer pricing rules. The planning and business aspects of these international transactions are emphasized.

TAX 630 State and Local Taxation

3.00 Credits

Prerequisite: Graduate standing.

This course studies the basics of state and local taxation and their relationship to the federal tax structure. Topics include state/local income, property, and sales taxation structures. The second segment of the course will focus on emerging tax issues on the federal, state and/or local level. Student may not receive credit for both TAX 630 and ACC 638.

TAX 680 Special Topics in Taxation

Maximum of six credits

This course provides Master of Science in Accounting students an opportunity for study of advanced and/or emerging issues in taxation. Selected topics in the may include:

- Consolidated Tax Returns
- Transfer Pricing
- Accounting for Income Taxes
- Deferred Compensation
- Income Taxation of Trusts and Estates
- Exempt Organizations
- Tax Procedure and Compliance

College of Business Research and Seminar

BA 690 Graduate Research

1.00 - 3.00 Credits

Prerequisites: Graduate standing in the College of Business, permission of instructor and department chairperson.

To provide advanced masters candidates with the opportunity to undertake a research project under the supervision of a faculty member. The research topic is chosen by the student, in consultation with a faculty member in the appropriate discipline. Written approval must be obtained at least two weeks prior to registration on a form available in the Graduate Office. The request must include a comprehensive description of the proposed research project, as well as a time line for the project's completion.

BA 691 Graduate Seminar

1.00 - 3.00 Credits

Prerequisite: Graduate standing. Course prerequisites vary depending on the topic.

To provide masters candidates with an opportunity for study of selected advanced topics in particular fields. Topics vary. See Schedule of Classes for current offerings. May be elected more than once if topics differ.

Residency

Please refer to the University of Michigan Residency Office website at

<http://www.umich.edu/%7Eregoff/resreg.html> for complete Residency Classification Guidelines established by the Board of Regents and a link to a residency application form that can be downloaded in PDF format. Please read the complete Guidelines carefully before submitting an application. The Guidelines contain specific eligibility criteria and instructions for filing an application.

UNIVERSITY OF MICHIGAN RESIDENCY CLASSIFICATION GUIDELINES

The University of Michigan enrolls students from 50 states and more than 120 countries. Residency Classification Guidelines have been developed to ensure that decisions about whether a student pays in-state or out-of-state tuition are fair and equitable and that all applicants for admission or enrolled students, even those who believe they are Michigan residents, understand they may be asked to complete an Application for Resident Classification and provide additional information to document their residency

status. We realize that the outcome of a residency determination is a critical factor for many students in their enrollment decision. Please read these guidelines carefully so you understand how a residency determination is made and how to verify your eligibility for resident classification.

A MICHIGAN RESIDENT? YOU MAY STILL NEED TO FILE A RESIDENCY APPLICATION.

If you believe you are a Michigan resident and any of the following circumstances apply, you must file an Application for Resident Classification and be approved to qualify for in-state tuition:

- you currently live outside the state of Michigan for any purpose, including, but not limited to, education, volunteer activities, military service, travel, employment.
- you have attended or graduated from a college outside the state of Michigan.
- you have been employed or domiciled outside the state of Michigan within the last three years.
- you are not a U.S. citizen or Permanent Resident Alien (if you're a Permanent Resident Alien, you must have a Permanent Resident Alien card).
- your spouse, partner, or parent is in Michigan as a nonresident student, medical resident, fellow, or for military assignment or other temporary employment.
- you are 24 years of age or younger and a parent lives outside the state of Michigan.
- you are 24 years of age or younger and have attended or graduated from a high school outside the state of Michigan.
- you have attended or graduated from an out-of-state high school and have been involved in educational pursuits for the majority of time since high school graduation.
- you previously attended any U-M campus (Ann Arbor, Dearborn, or Flint) as a nonresident.

Other circumstances may also require you to file a residency application.

HOW AND WHERE DO I FILE A RESIDENCY APPLICATION?

Residency applications and in-person assistance are available at the Residency Classification Office, Office of

the Registrar, 413 E. Huron St., Ann Arbor, MI, 48104-1520, phone 734-764-1400. Business hours are 8 a.m.-5 p.m. weekdays.

FILING DEADLINES.

September 30 for Fall Term
January 31 for Winter Term
July 31 for Spring, Spring/Summer, and Summer Terms

Applications must be received in the Residency Classification Office by 5 p.m. on the deadline date. If the deadline falls on a weekend, it will be extended to the next business day.

The deadline date is always after the first day of classes of the term in which you are enrolling and seeking residency.

These deadlines apply to all U-M schools, colleges, and campuses. For the On-Job/On-Campus program only, filing deadlines are 30 calendar days after the first scheduled day of classes of the term applied for.

You may apply for resident classification for any term in which you are enrolled or intend to enroll.

Late applications will be assessed a nonrefundable \$300 late fee and will be accepted up to the last published day of classes of the term for which you are applying. Late applications received after the last day of classes will be processed for the following term. In all cases, decisions will be based only on those facts that are in place by the original filing deadline for the term under consideration.

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