

# MBA, Flex Program

## Degree Requirements

Depending on the student's previous background, programs will range from ~~39 to 54~~ 30 to 45 hours. Coursework must be completed within a six-year period. At least ~~30 hours~~ 2/3 of coursework must be taken while enrolled as an MBA candidate at UMSL.

Candidates must take at least one course from either the core or elective sections in each of the following six areas: accounting, finance, management, marketing, information systems, and logistics and operations management. Also, no more than 15 credits may be taken in any one of the six areas.

## Prerequisites

All students must demonstrate knowledge of quantitative skills, ~~and knowledge of micro-~~ microeconomics and macroeconomics, managerial communication, and business statistics. ~~Students are required to have waived or completed the equivalent of ECON 4105 Quantitative Methods and Modeling in Economics, Business, and the Social Sciences and BUS AD 5000 Economics For Managers.~~

If students have completed equivalent undergraduate courses, prerequisites may be waived. If not, the following options are available:

To satisfy the quantitative skills, students can take the Quantitative skills boot camp (for dates please check with the Graduate Business Office).

To satisfy the economics requirement, students can take either BUS AD 5000 Economics for Managers or the Economics skills boot camp (for dates please check with the Graduate Business Office).

To satisfy the communication requirement students can take BUS AD 5100 Managerial Communication.

To satisfy the statistics requirement, students can take either LOG OM 5300 Statistical Analysis for Management Decisions or the Statistical skills boot camp (for dates please check with the Graduate Business Office).

## ~~Required Courses~~ Business Core (0-21 credits)

The following courses or their equivalents are required of all degree candidates.

<b>Foundations</b>		
<del>BUS AD 5100</del>	<del>Managerial Communication</del>	<del>3</del>
<del>LOG OM 5300</del>	<del>Statistical Analysis For Management Decisions</del>	<del>3</del>
ACCTNG 5400	Financial And Managerial Accounting	3
BUS AD 5900	Law, Ethics And Business	3
<b><del>Business Core</del></b>		
FINANCE 6500	Financial Management	3
INFSYS 5800	Management Information Systems	3
LOG OM 5320	Production And Operations Management	3
MGMT 5600	Managing People in Organizations	3
MKTG 5700	Contemporary Marketing Concepts	3

### **Advanced Topics ~~and Electives~~ (0-18 credits)**

MBA candidates must take at least one course in each functional area, ~~if waived in the Business Core section, and a second level course in three of the six functional areas~~ : Accounting, Finance, Information Systems, Logistics and Operation Management, Management, Marketing. If ACCTNG 5400 is waived, the student must complete ACCTNG 5401. Students can take no more than a total of 15 credits in any functional area. ~~The student must take a minimum of nine credits of elective courses. A maximum of six credits of electives may be taken at the undergraduate level. Nine elective credits may be taken outside the College of Business Administration if the student has approval in advance from a graduate adviser for the specific courses desired~~

ACCTNG 5401	Financial Reporting And Analysis (Only if ACCTNG 5400 is waived)	3
FINANCE Elective	(Only if FINANCE 6500 is waived)	3
INFSYS Elective	(Only if INFSYS 5800 is waived)	3
LOG OM Elective	(Only if LOG OM 5320 is waived)	3

MGMT Elective	(Only if MGMT 5600 is waived)	3
MKTG Elective	(Only if MKTG 5700 waived)	3

## Global Management Required (3 credits)

Take one of the following:

BUS AD 6990	Strategy Formulation And Implementation	3
INTL BUS 5289	International Business Strategies	3
MGMT 4614	Entrepreneurship/Small Business Management	3

## ~~Business Capstone (BA 6990)~~

~~This capstone course examines concepts and methods that integrate the functional areas of business. This course should be taken during the semester just prior to graduation. In no case may it be taken sooner than two semesters prior to graduation.~~

## Previous Education

Based on a formal review and evaluation by the Graduate Business Programs Office, students may be granted waivers ~~of certain courses from the degree requirements~~ in the Business Core section. Waivers depend on the applicability of, and performance in, prior coursework. Regardless of the number of courses waived, all students must complete at least ~~39 credits~~ 30 credit hours to earn the MBA degree.

## Emphasis Areas

MBA students may obtain emphasis areas in Accounting, Finance, Information Systems, International Business, Logistics and Supply Chain Management, Management, Marketing, or Operations Management. In addition to the requirements articulated above, the requirements for each emphasis area are shown below.

## Emphasis in Accounting

MBA students seeking an emphasis in Accounting must complete a minimum of 12 hours of ~~accounting~~ Accounting electives beyond ACCTNG 5400. (ACCTNG 5400 does not count toward the Emphasis in Accounting.) The following 4000-level Accounting classes may be counted toward the emphasis: ACCTNG 4401-Financial Accounting & Reporting III, ACCTNG 4402-Financial Accounting & Reporting IV, ACCTNG 4435-Auditing. ~~Of these electives, six hours must be numbered ACCTNG 5401 or above, and six hours must be numbered ACCTNG 4400 or above. ACCTNG 5400 does not count toward the Emphasis in Accounting.~~ A maximum of 15 hours in any functional area will count toward degree requirements. Only courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. ~~The total number of elective courses required will depend on the number of hours waived.~~ Students must complete at least ~~39~~ 30 credit hours to earn the MBA.

## Emphasis in Finance

MBA students seeking an emphasis in Finance must complete a minimum of 12 hours of Finance electives beyond FINANCE 6500 (FINANCE 6500 does not count toward the emphasis in Finance). A maximum of 15 hours in any functional area will count toward ~~the~~ degree requirements. Only courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. ~~One Finance course may apply toward the business breadth requirement, and the remainder toward the elective requirement. The total number of elective courses required will depend on the number of hours waived.~~ Students must complete at least ~~39~~ 30 credit hours to earn the MBA degree.

## Emphasis in Information Systems

<del>Required Course:</del>		<del>3</del>
<del>INFSYS 5800</del>	<del>Management Information Systems</del>	
<del>Select four of the following:</del>		<del>12</del>
<del>INFSYS 6805</del>	<del>Applications Of Programming For Business Solutions</del>	
<del>INFSYS 6835</del>	<del>IT-Enabled Business</del>	
<del>INFSYS 6836</del>	<del>Management of Data Networks and Security</del>	

<del>INFSYS 6837</del>	<del>Information Systems Architecture</del>
<del>INFSYS 6838</del>	<del>Business Processes: Design, Management &amp; Integration</del>
<del>INFSYS 6840</del>	<del>Information Systems Analysis</del>
<del>INFSYS 6845</del>	<del>Database Management Systems</del>
<del>INFSYS 6846</del>	<del>Management Of Global Sourcing</del>
<del>INFSYS 6847</del>	<del>Project Management</del>
<del>INFSYS 6848</del>	<del>Knowledge Management And Business Intelligence</del>
<del>INFSYS 6850</del>	<del>Information Systems Design</del>
<del>INFSYS 6881</del>	<del>Management Of Transnational Information Systems</del>
<del>INFSYS 6891</del>	<del>Seminar in Information Systems</del>
<del>Guided Internship</del>	
<del>A maximum of 1 course outside IS (Courses outside the College of Business must be approved by the IS department chairperson)</del>	

MBA students seeking an emphasis in Information Systems must complete a minimum of 12 hours of Information Systems electives beyond INFSYS 5800 (INFSYS 5800 does not count toward the emphasis in Information Systems). A maximum of 15 hours in any functional area will count toward degree requirements. Only courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. Students must complete at least 30 credit hours to earn the MBA.

### Emphasis in International Business

MBA students seeking an emphasis in International Business ~~(IB)~~ must complete a minimum of 12 credits from International Business ~~hours by completing four~~ courses ~~from among the following list:~~

<del>ACCTNG 5480</del>	<del>International Accounting</del>	<del>3</del>
<del>FINANCE 6580</del>	<del>International Financial Management</del>	<del>3</del>

<del>FINANCE 6590</del>	<del>Seminar In Finance</del>	<del>3</del>
<del>FINANCE 6581</del>	<del>Seminar In International Investments</del>	<del>3</del>
<del>INFSYS 6846</del>	<del>Management Of Global Sourcing</del>	<del>3</del>
<del>INFSYS 6881</del>	<del>Management Of Transnational Information Systems</del>	<del>3</del>
<del>LOG OM 5381</del>	<del>International Logistics And Operations Management</del>	<del>3</del>
<del>INTL BUS 5289</del>	<del>International Business Strategies</del>	<del>3</del>
<del>MGMT 5695</del>	<del>Seminar In Management</del>	<del>3</del>
<del>MKTG 5780</del>	<del>Seminar In International Marketing</del>	<del>3</del>
<del>MKTG 5795</del>	<del>Seminar In Marketing</del>	<del>3</del>
<del>BUS AD 5299</del>	<del>Individual Research</del>	<del>1-3</del>

~~In addition to the above list,~~ or courses approved by the director of the International Business Institute ~~will count towards the IB concentration.~~ A maximum of 15 hours in any functional area will count toward ~~the~~ degree requirements. ~~Only~~ courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. ~~The total number of elective courses required will depend on the number of hours waived.~~ Students must complete at least ~~39 hours~~ 30 credit hours to earn the MBA ~~degree.~~

### Emphasis in Logistics and Supply Chain Management

MBA students seeking an emphasis in Logistics & Supply Chain Management (LSCM) must complete ~~9~~ 3 hours from approved courses in addition to the following four courses: LOG OM 5300, ~~and~~ LOG OM 5320, LOG OM 6330, and MKTG 5770. ~~Up to 3 hours may be transferred from another AACSB-accredited graduate program at the discretion of the chairperson of the LOM Department.~~ A maximum of 15 hours in any functional area will count toward the degree requirements. A student cannot receive an emphasis in both Operations Management and Logistics & Supply Chain Management for the same set of courses. An overlap of up to 3 credit hours in courses other than LOG OM 5300 and LOG OM 5320 is allowed. Only courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. ~~The total number of elective hours required will depend on the number of hours~~

~~waived.~~ Students must complete at least ~~39~~ 30 credit hours to earn the MBA degree.

List of approved courses for the LSCM emphasis:

LOG OM 5312	Advanced Statistical Methods For Management Decisions	3
LOG OM 5322	Lean Production	3
LOG OM 5324	Service Operations Management	3
LOG OM 5325	Environmental Analysis and Sustainability in Business Operations	3
LOG OM 5326	Quality Management	3
LOG OM 5334	Internship In Logistics And Supply Chain Management	1
LOG OM 5340	Transportation Economics for Business Managers	3
LOG OM 5349	Project Consulting and Execution	
LOG OM 5354	Simulation For Managerial Decision Making	3
LOG OM 5381	International Logistics And Operations Management	3
LOG OM 5399	Individual Research in Logistics and Operations Management	1-3
LOG OM 6331	Logistics And Supply Chain Operational Modeling	3
LOG OM 6332	Logistics And Supply Chain Strategic Modeling	3
LOG OM 6338	Business Processes: Design, Management & Integration	3
LOG OM 6345	Business Analytics and Data Mining	3
LOG OM 6347	LOM Project Management	3
LOG OM 6350	Management Science Methods	3
LOG OM 6354	Advanced Operations Research Topics	3
LOG OM 6360	Advanced Logistics And Operations Management Applications	3
LOG OM 6395	Seminar In Logistics And Operations Management	3

BUS AD 5198	Seminar In Business Administration	3
INFSYS 6833	Decision Support Systems for Business Intelligence	3

### Emphasis in Management

MBA students seeking an ~~Emphasis emphasis~~ in Management ~~may choose one of the tracks specified below. Regardless of the track chosen, one~~ must complete a minimum of 12 hours of Management electives beyond MGMT 5600 (MGMT 5600 does not count toward the emphasis in Management). A maximum of 15 hours in any functional area will count toward ~~the~~ degree requirements. Only courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. ~~The total number of elective courses required will depend on the number of hours waived.~~ Students must ~~take complete~~ at least ~~39~~ 30 credit hours to earn the MBA ~~degree~~.

<del>General Management Track</del>		
<del>Any 4 MGMT courses.</del>		
<del>Human Resource Management Track</del>		
<del>MGMT 5621</del>	<del>Managing Human Resources</del>	<del>3</del>
<del>3 courses selected from:</del>		
<del>MGMT 5622</del>	<del>Union Management Relations And Collective Bargaining</del>	
<del>MGMT 5624</del>	<del>Organizational Training<sup>±</sup></del>	
<del>MGMT 5625</del>	<del>Selected Topics In Human Resource Management</del>	

<sup>±</sup> ~~This course will not be offered in 2014-2015. Please contact the department for more information.~~

### Emphasis in Marketing

MBA students seeking an emphasis in Marketing must complete a minimum of 12 hours of Marketing electives beyond MKTG 5700, including MKTG 5701 (MKTG 5700 does not count toward the emphasis in Marketing). A maximum of 15 hours in any functional area will count toward ~~the~~ degree requirements. Only courses that are substantially different from courses taken for credit in a



student's undergraduate program will be acceptable. ~~The total number of elective courses required will depend on the number of hour waived.~~ Students must complete at least ~~39 hours~~ 30 credit hours to earn the MBA degree.

### Emphasis in Operations Management

MBA students seeking an emphasis in Operations Management (OM) must complete 9 hours from approved courses in addition to LOG OM 5300 and LOG OM 5320. ~~Up to 3 hours may be transferred from another AACSB-accredited graduate program at the discretion of the department chairperson. A maximum of 15 hours in any functional area will count toward the degree requirements. The total number of elective hours required will depend on the number of hours waived. Students must complete at least 39 credit hours to earn the MBA degree. Students must complete at least 39 credit hours to earn the MBA degree.~~ A maximum of 15 hours in any functional area will count toward the degree requirements. A student cannot receive an emphasis in both Operations Management and Logistics & Supply Chain Management for the same set of courses. An overlap of up to 3 credit hours from approved courses, other than LOG OM 5300 and LOG OM 5320 is allowed. Only courses that are substantially different from courses taken for credit in a student's undergraduate program will be acceptable. Students must complete at least 30 credit hours to earn the MBA.

List of approved courses for the OM emphasis:

LOG OM 5312	Advanced Statistical Methods For Management	3
LOG OM 5322	Lean Production	3
LOG OM 5324	Service Operations Management	3
LOG OM 5325	Environmental Analysis and Sustainability in Business Operations	3
LOG OM 5326	Quality Management	3
LOG OM 5334	Internship In Logistics And Supply Chain Management	1
LOG OM 5340	Transportation Economics for Business Managers	3
LOG OM 5349	Project Consulting and Execution	3
LOG OM 5354	Simulation For Managerial Decision Making	3

LOG OM 5381	International Logistics And Operations Management	3
LOG OM 5399	Individual Research in Logistics and Operations Management	1-3
LOG OM 6330	Business Logistics Systems	3
LOG OM 6331	Logistics And Supply Chain Operational Modeling	3
LOG OM 6332	Logistics And Supply Chain Strategic Modeling	3
LOG OM 6338	Business Processes: Design, Management & Integration	3
LOG OM 6345	Business Analytics and Data Mining	3
LOG OM 6347	LOM Project Management	3
LOG OM 6350	Management Science Methods	3
LOG OM 6354	Advanced Operations Research Topics	3
LOG OM 6360	Advanced Logistics And Operations Management Applications	3
LOG OM 6395	Seminar In Logistics And Operations Management	3
BUS AD 5198	Seminar In Business Administration	3
INFSYS 6833	Decision Support Systems for Business Intelligence	3

Sign-offs from other departments affected by this proposal

None

A review of the Bulletin entry for the MBA program was undertaken to ensure consistency in reporting degree requirements across all MBA program formats as well as to confirm that all Graduate School requirements were correctly identified and met.

#### Rationale

The MBA program has been revised to make it more competitive with other AACSB-accredited programs in the region. This has been done without compromising quality. In fact, the revisions enhance marketability through the introduction of a Global Management requirement to address the growing need for international awareness. This requirement can be tailored to the student's long-term goal. From a practical standpoint, reducing the hours required to earn the degree reduces the overall cost of the program while simultaneously permitting the student to reach his/her goal in less time and become a more productive member of the workforce more quickly.

The reduction in program hours was accomplished by converting four degree program requirements (calculus, economics, statistics and business communication) to program prerequisites. Students have four options for fulfilling these prerequisites; only one option requires commitment to a semester-long credit course. The flexibility to satisfy a prerequisite through waiver, testing, or a boot camp saves money and shortens the time to graduation.