



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

Sanjay Gupta,
DEAN

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

Core Vision

To be a top-of-mind business school as reflected by the recognition of our brand, the reputation of our people, and the rankings of our programs.

Mission Statement

The mission of the Eli Broad College of Business and the Eli Broad Graduate School of Management at Michigan State University is to create and disseminate knowledge through collaborative relationships while developing transformational leaders who make business happen.

UNDERGRADUATE PROGRAMS

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

of concentration, to which students are admitted after achieving junior status. Students are strongly encouraged to meet with their academic advisor to discuss major fields of concentration, electives, study abroad, community service, work experience and leadership development opportunities.

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

Freshmen

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

Admission to the College

Admission to the Broad College of Business and a specific major provides access to enroll in certain courses required for the major. Enrollment in the Broad College of Business is limited, and admission the College is competitive.

Students must apply for college admission by April 15 for a fall semester admission or by November 15 for a spring semester admission.

Admission is based primarily on the cumulative grade-point average and grades in the core courses listed below. Academic and non-academic factors and experiences will also be considered.

Students seeking admission should contact the Eli Broad College Undergraduate Academic Services Center.

BUSINESS
Undergraduate Programs

Minimum criteria for admission to the college are:

1. Completion of 28 credits.
2. Completion of the following core courses:
 - a. Computer Science and Engineering 101
 - b. Mathematics 103 or 124
 - c. Writing, Rhetoric, and American Cultures 101 or 195H

Students who are admitted to the college with fewer than 56 credits designate their major preference as Business-Admitted. Students selecting this major preference are advised by faculty members and advisors in the Eli Broad College of Business. Through careful selection of courses, students are encouraged to explore a variety of areas to help in selecting a major. Students remain in Business-Admitted until they attain junior standing and are admitted to a Broad College major through the competitive process. Students may re-enter the competitive process in the college during subsequent admission periods to change majors. Students must be admitted to a major in the Eli Broad College of Business at the time they have completed 56 credits.

Admission as a Junior in Hospitality Business

For information about the admission requirements for the Bachelor of Arts degree in Hospitality Business, refer to the statement on *The School of Hospitality Business*.

Academic Standards and Policies

A **Policy Statement for Undergraduate Students** is shared with each student with the notice of admission to the college and is available on the Broad College Web site. Each student is responsible for knowing and adhering to these college policies.

The student's academic advisor plays a major role in helping a student develop an academic progression plan. Students are encouraged to discuss the major field of concentration requirements with their faculty. It is important for each student to take a proactive approach in selecting the area of concentration. At the onset of the senior year, students are advised to visit the Undergraduate Academic Services office for a careful review of their progress, and to plan a program for their senior year. Responsibility for meeting graduation requirements rests with the student.

Graduation Requirements for the Bachelor of Arts Degree

1. The University requirements for bachelor's degrees as described in the *Undergraduate Education* section of the catalog.
 The completion of Mathematics 103 and 124 [referenced in item 2. a. below] may also satisfy the University mathematics requirement.

CREDITS

2. The requirements for the BUSINESS CORE PROGRAM that consists of: 51
 - a. All of the following courses (54 credits):

ACC 201	Principles of Financial Accounting	3
ACC 202	Principles of Management Accounting	3
BUS 250	Business Communications: Oral and Written Skills	3
CSE 101	Computing Concepts and Competencies	3
EC 201	Introduction to Microeconomics	3
EC 202	Introduction to Macroeconomics	3
FI 311	Financial Management	3
GBL 295	Business Law, Public Policy and Ethics	3
ITM 209	Business Analytics and Information Systems	3
MGT 315	Managing Human Resources and Organizational Behavior	3
MGT 409	Business Policy and Strategic Management	3
MKT 300	Managerial Marketing	3
MKT 317	Quantitative Business Research Methods	3
MTH 103	College Algebra	3
MTH 124	Survey of Calculus I	3
SCM 303	Introduction to Supply Chain Management	3
STT 315	Introduction to Probability and Statistics for Business	3

Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.
 GBL 295H Business Law, Public Policy and Ethics—Honors (W) may be substituted for General Business and Business Law

295. Accounting majors may substitute General Business and Business Law 451 for General Business and Business Law 295.

Students who place into Mathematics 124 on the mathematics placement test and who complete Mathematics 124 will not be required to complete Mathematics 103.

- b. One of the following courses (3 credits):

EC 340	Survey of International Economics	3
MKT 310	International and Comparative Dimensions of Business	3
MKT 393	Introduction to International Business	3

 A 3-credit 300-level course that includes international business content approved by the college.
3. The requirements for one of the majors identified below.
4. A minimum grade–point average of 2.00 in courses in the Major Field of Concentration.
5. At least 9 credits of general elective courses outside the Broad College, Department of Mathematics, and Department of Statistics and Probability. Courses that are used to satisfy University requirements [referenced in item 1. above] and courses that are used to satisfy BUSINESS CORE PROGRAM requirements [referenced in item 2. above] may *not* be used to satisfy this requirement.
6. A maximum of 3 credits of internship or other work experience may be earned towards the Bachelor of Arts degree. The majors to which this requirement applies are: Finance, General Business Administration-Prelaw, General Management, Human Resource Management, Marketing, and Supply Chain Management.
7. A maximum of 2 credits of internship or other work experience may be earned towards the Bachelor of Arts degree in Accounting.

The majors to which the requirements that are referenced in the *Graduation Requirements for the Bachelor of Arts Degree* statement apply are listed below by the units that administer them:

- Department of Accounting and Information Systems
 - Accounting
- Department of Finance
 - Finance
- Department of Management
 - Management
 - Human Resource Management
- Department of Marketing
 - Marketing
- Department of Supply Chain Management
 - Supply Chain Management

Graduation Requirements for the Bachelor of Arts Degree in Hospitality Business

For information about the requirements for the Bachelor of Arts degree with a major in Hospitality Business, refer to the statement on *The School of Hospitality Business*.

Transfer Course Credit

The Office of Admissions in the Eli Broad College of Business evaluates transfer-course credit in business fields based on guidelines provided by its academic units for courses of similar content and level taken at accredited colleges and universities of comparable academic quality. Courses similar in title to those offered by the Broad College at the 300–400 level are not authorized to receive specific course credit if taken at the 100–200 level at another institution; general course credit may be granted for such courses transferred from an accredited institution. Students who request the transfer of a 300–400 level business course must work with their academic advisor. A maximum of 9 credits may be transferred and must have been taken at an AACSB accredited institution.

Honors Study

The Broad College encourages honors students to develop distinctive undergraduate programs in the fields offered by the several departments. A member of the faculty is selected to serve as advisor to Honors College students in each major field, and it is his or her responsibility to help each student plan a rigorous and balanced program that also will reflect the student's special interests and competencies. Independent study experience is strongly encouraged when relevant to the student's total program.

ENTREPRENEURSHIP AND INNOVATION EXPERIENCES OPTION

An Entrepreneurship and Innovation Experiences Option (E and I) is a project consisting of original work that builds on the content of a course in which a student is enrolled but extends the experience of that course beyond the typical scope and content. E and I Experiences Options allow undergraduates the opportunity to add entrepreneurial content to courses already in the student's program, thus providing a flexible alternative for those interested in exploring entrepreneurial ideas beyond the normal course requirements. An E and I Experiences Option can be in any course in any discipline. Students propose the E and I Experiences Option to the instructor of record for the course. E and I Experiences Option requests must be accompanied by the Application for Entrepreneurship and Innovation Experiences Option form. E and I Experiences Options that are approved and completed will be designated on the student's transcript. For more information, students should contact the undergraduate advising office of their college.

MINOR IN ENTREPRENEURSHIP AND INNOVATION

The Minor in Entrepreneurship and Innovation is designed to provide students with the mindset and skills that will enable them to passionately pursue and engage in opportunities without regard to currently controlled resources.

The minor demonstrates entrepreneurship as an activity that involves the discovery, evaluation, and engagement of opportunities to either solve a problem, or bring about desired change. At its core, the minor prepares students to become change agents. It focuses on two aspects of the entrepreneurial experience: the entrepreneurial mindset and the venture creation process, as well as placing great emphasis on experiential learning. Students completing the minor will have an appreciation of innovation in all aspects of society and an awareness of entrepreneurship as a viable career option. Students will be capable of being effective innovators and change agents in an organization and have the execution capability to launch a venture of their own.

The Minor in Entrepreneurship and Innovation is administered by The Eli Broad College of Business and is available as an elective to students who are enrolled in bachelor's degree programs at Michigan State University. Students who are interested in the minor must contact The Eli Broad College of Business.

At least 6 credits counted towards the requirements for this minor must be unique. Unique credits must not be used to fulfill another university, college, or major requirement in the student's program.

Requirements for the Minor in Entrepreneurship and Innovation

CREDITS

Students must maintain a 2.0 grade-point average in courses completed for the minor and complete 15 credits from the following including two Entrepreneurship and Innovation Experiences Options:

1. Complete both of the following courses (6 credits):

BUS	190	The Art of Starting	3
CAS	114	Creativity and Innovative Entrepreneurship	3
2. Complete 9 credits from the following courses (9 credits):			
ACC	333	Taxation and Accounting for the Entrepreneur	3
ACM	271	Introduction to Arts and Cultural Management	3
ACM	465	Leadership and Innovation for Arts and Cultural Management	3
AL	300	Starting Your Business in the Creative, Visual, and Theatre Arts.	2
BUS	170	Business Model Development: The Hive Startup	1
BUS	230	The Entrepreneurial Mindset	3
BUS	231	Venture Launch	3
EGR	100	Introduction to Engineering Design	2
FI	444	Entrepreneurial Finance	3
GBL	467	Emerging Enterprise Law	3
HRT	404	Horticulture Management (W)	3
HRT	407	Horticulture Marketing	3
LB	268	Introduction to Health Care Policy and Organization	3
MGT	352	Entrepreneurship: New Venture Process	3
MGT	454	Technology Entrepreneurship	3
MI	301	Bringing Media to Market	3
MI	452	Media Entrepreneurship and Business Strategies	3
MI	462	Social Media and Social Computing	3
MI	472	Digital Business and Commerce	3
MKT	355	Entrepreneurship: Strategic Marketing Planning and Launch.	3
MKT	380	Entrepreneurship: Planning, Modeling and Adaptive Execution	3
MKT	410	Product Innovation and Management	3
MKT	420	New Product Design and Development	3
MKT	480	Entrepreneurship Capstone Experience	3
MKT	485	Entrepreneurship Practicum	1
MUS	101	Freshman Seminar: Practical Foundations for Success in Music	1
MUS	496	Your Music Business.	1 or 2
REL	185	Introduction to Religion and Nonprofits	3
REL	291	Special Topics in Religious Studies	3
STA	303	Design Thinking	3
THR	208	Innovation through Improvisation	2

3. Completion of two **Entrepreneurship and Innovation Experiences Options**
An Entrepreneurship and Innovation Experiences Option (E and I) is a project consisting of independent and original work that builds on the content of a course in which a student is enrolled but extends the experience of that course beyond the typical scope and content. E and I Experiences Options allow undergraduates the opportunity to add entrepreneurial content to courses already in the student's program, thus providing a flexible alternative for those interested in exploring entrepreneurial ideas beyond the normal course requirements. An E and I Experiences Option can be in any course in any discipline. Students propose the E and I Experiences Option to the instructor of record for the course. E and I Experiences Option requests must be accompanied by the Application for Entrepreneurship and Innovation Experiences Option form. E and I Experiences Options that are approved and completed will be designated on the student's transcript. For more information, students should contact the undergraduate advising office of their college.

MINOR IN INFORMATION TECHNOLOGY

The minor in information technology is available to students enrolled in bachelor's degree programs at Michigan State University. The Eli Broad College of Business is the primary administrative unit in collaboration with the College of Engineering and the College of Communication Arts and Sciences.

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

Admission

To be considered for admission, a student must have been formally accepted into a degree program at Michigan State University. Applicants must have completed (a) Computer Science and Engineering 201 or 231 and (b) Mathematics 124 or 132.

BUSINESS
Undergraduate Programs

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

Requirements for the Minor in Information Technology

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

	CREDITS
1. All of the following courses	16
CSE 201 Fundamentals of Information Technology	3
CSE 231 Introduction to Programming I	4
ITM 311 Systems Analysis and Design	3
ITM 444 Information Technology Project Management	3
MI 201 Media and Information Technologies and Industries	3
2. At least 3 credits from the following courses:	3 or 4
ACC 321 Accounting Information Systems	3
CSE 232 Introduction to Programming II	4
ITM 209 Business Analytics and Information Systems	3
ITM 481 Introduction to Business Analytics	3
MI 231 Game and Interactive Media Development	3
MI 349 Web Design and Development	3
MI 361 IT Network Management and Security	3

With the approval of the department that administers the student's degree program, courses that are used to satisfy the requirements of the minor may also be used to satisfy the requirements for the bachelor's degree. In certain cases, prerequisites for minor electives may be waived with advance approval. Students should consult with the Eli Broad College of Business Undergraduate Academic Services office.

MINOR IN INTERNATIONAL BUSINESS

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

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

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

With the approval of the department and college that administers the student's degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor's degree.

Requirements for the Minor in International Business

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

	CREDITS
1. The following course (3 credits):	
MKT 310 International and Comparative Dimensions of Business	3
2. One of the following courses (3 credits):	
FI 451 International Financial Management	3
GBL 460 International Law and Business	3
MGT 476 Globalization and International Management (D)	3
MKT 415 International Marketing Management	3
A course taken to fulfill this requirement may not be used to fulfill requirement 3.	
3. Complete an additional 6 credits in courses selected from the following list:	
EC 306 Comparative Economic Systems	3
EC 310 Economics of Developing Countries	3
EC 340 Survey of International Economics	3
EC 406 Economic Analysis of Russia and the Commonwealth of Independent States	3
EC 410 Issues in the Economics of Developing Countries	3
EC 412 Economic Analysis of Latin America	3
EC 413 Economic Analysis of Asia	3
EC 414 Economic Analysis of Sub-Saharan Africa	3

EC 440 International Trade	3
EC 441 International Finance	3
FI 451 International Financial Management	3
GBL 460 International Law and Business	3
GBL 480 Environmental Law and Sustainability for Business: From Local to Global (I)	3
MGT 476 Globalization and International Management (D)	3
MKT 415 International Marketing Management	3
4. Complete an additional 3 credits in a course with international content. Courses not used to fulfill requirement 3. above may be used to fulfill this requirement. Any other course must be approved by the student's advisor prior to enrollment in the course.	
5. Completion of a study abroad program (6 credits) or a pre-approved international internship (credit or non-credit) as approved by The Eli Broad College of Business.	
6. Demonstrate competency in a foreign language equivalent to four semesters of study at the university-level. The results of the Michigan State University foreign language placement test will be considered in determining whether or not the student has fulfilled this requirement.	

SPECIALIZATION IN SALES COMMUNICATION

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

GRADUATE STUDY

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

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

Business administration applies concepts and analytical techniques derived primarily from the social sciences and draws on quantitative methods of the physical sciences. Business administration graduate programs incorporate close ties between concepts and techniques, theory and practice, and classroom and industry. The Master of Business Administration degree is oriented primarily toward managerial practice. Two M.B.A. degree options are offered: a traditional Full-Time M.B.A. and a Program in Integrative Management designed to prepare students for management and leadership roles in global organizations. The Doctor of Philosophy degree is intended primarily for prospective university teachers and research personnel.

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

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

the *International Student Admission* statement in the *Graduate Education* section of this catalog.

Master of Business Administration

The Master of Business Administration (M.B.A.) full-time, two-year degree program is designed to prepare students for management and leadership roles in global business organizations, from entry-level management positions to top executive roles. Specifically, the program is designed to create an understanding of the strategic positioning of the firm, its value chain, and how business activities contribute to the firm's total performance; to develop critical leadership and business analysis skills; and to build a high level of competence across all business functions plus deep knowledge in at least one discipline to prepare the student for a successful career in business.

Full-time M.B.A. students must select a concentration from finance, human resource management, marketing, or supply chain management. They have flexibility to choose secondary areas of interest to support their career goals such as risk management, talent development, insights and analytics, product and services innovation, consulting, entrepreneurship, global business, leadership and strategy, and strategic performance management, or any of the approved concentrations. Courses for joint program degrees must be approved by the Director of the full-time M.B.A. Program. Courses from other colleges may also be used with the approval of the Director of the full-time M.B.A. Program.

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

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

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

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

Admission

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

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

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

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

Minimum standards for admission are:

1. A bachelor's degree from a recognized educational institution.

2. An academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
3. Scores on the GMAT that reflect a general aptitude for success in graduate study.
4. Personal attributes such as demonstrated management potential and maturity.
5. Personal qualifications of sound character, intellectual curiosity, perseverance, and a drive to succeed.

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

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

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

Requirements for the Master of Business Administration Degree

1. Complete 61 credits including:
 - a. All required core courses which include courses in the following functional and critical skill areas: accounting, business communication, career management, economics, finance, management, marketing, statistics, and supply chain management. Students must consult the Director of the full-time M.B.A. program for specific core course requirements.
 - b. A concentration in finance, human resource management, marketing, or supply chain management (12 credits) or other concentration approved by the Director of the full-time M.B.A. program.
 - c. At least 3 credits of international business selected from courses approved by the Director of the full-time M.B.A. program.
 - d. At least two approved areas of interest (6 credits per area of interest); or a second concentration (12 credits) plus an approved area of interest (6 credits).
 - e. Courses taken in an area of interest must be independent of the courses used for the concentration; and not more than 3 credits can be taken from any single department to satisfy an area of interest.
2. Students may use remaining elective credits to design an academic program to support their professional goals using courses across the business college disciplines. Students may select electives outside the college with the approval of the Director of the full-time M.B.A. program. Exceptions must be approved by the Director of the full-time M.B.A. program.
3. **Enrichment Experience**
Each student is required to participate in an enrichment experience approved by the Director of the full-time M.B.A. Program. Generally, the student participates in the enrichment experience during the summer between the first and second years of the program. The enrichment experience may involve a domestic or international internship, intensive foreign language study, an international or domestic study trip, a field or consulting project, or an approved graduate assistantship. Some of these options may involve additional costs to the student and may be able to accommodate only a limited number of students. Students with an approved internship may enroll in MBA 893 MBA Internship Experience for 1 credit in addition to the 61 credits that are required for the degree.

Academic Standards

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

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

Transfer Credits

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

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

For a student who is pursuing a full-time M.B.A. degree from MSU jointly with a Doctor of Osteopathic Medicine (D.O.) degree from Michigan State University - College of Osteopathic Medicine, a maximum of 12 credits from the MSU College of Osteopathic Medicine may be transferred to the full-time M.B.A. degree program.

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

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

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

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

Admission

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

1. Be employed full-time in a managerial position in the private or public sector in an organization sponsoring a Corporate M.B.A. cohort.
2. Be nominated for acceptance into the program by at least one representative of the employing organization. It is expected that the employing organization will provide substantial or full financial sponsorship to anyone nominated for the program.
3. Have approval from the employing organization to attend all program residency sessions.
4. Have a bachelor's degree from a recognized educational institution.
5. Have an academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
6. Have managerial work experience, including professional or supervisory responsibility. The quality of an individual's work experience will be more important than the quantity of experience in assessing an applicant's qualifications.

7. Have a high degree of potential for advancement to an organizational leadership role.
8. Possess important personal and managerial attributes, such as intellectual curiosity, excellent communication skills, maturity, openness to new ideas and change, leadership qualities, analytical thinking ability, perseverance, and an ability to lead and work in teams.

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

Students who are admitted to the Corporate M.B.A. program should have some background knowledge of and exposure to statistics, as well as a working knowledge of software for word processing, spreadsheets, presentations, and data-based management systems. Each student is expected to have a laptop computer with a minimum configuration approved by the Corporate M.B.A. program office.

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

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

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

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

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

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

Academic Standards

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

A student who does not maintain a cumulative 3.0 grade-point average for two consecutive residency modules will be placed on final probation. Such a student will be given the next two residency modules to achieve a cumulative 3.0 grade-point average; otherwise, dismissal from the program will result. To graduate from the program, a student must attain an overall cumulative grade-point average of 3.0 or higher.

Master of Business Administration Degree: Program in Integrative Management

The M.B.A. degree program with a major in integrative management extends over 20 months. It consists of two summer residential sessions, four academic semesters and an early summer session. During the academic semesters, most of the courses are scheduled on alternating weekends, Friday evenings and Saturdays. Students are admitted to the program in integrative management for summer session only. Students in the program must complete the required courses in a defined sequence with the other members of their class.

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

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

Admission

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

1. Be employed full-time in a managerial position and/or have demonstrated potential for career advancement and leadership in the public or private sector.
2. Be recommended for acceptance into the program by two or more professional colleagues.
3. Have a bachelor's degree from a recognized educational institution. The educational institution, academic program, and academic record are considered.
4. Have strong scores on the Graduate Management Admission Test (GMAT) that reflect a general aptitude for graduate study or meet experiential or advanced degree

requirements. Other relevant indicators of academic success and significant managerial experience may also be considered.

5. Have significant work experience that will enhance contributions to the team and the program. Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
6. Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.
7. Successfully complete an interview where professional goals are articulated and how the program will contribute to personal success.

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

Prior to enrollment in the Master of Business Administration Program in Integrative Management, the student should have completed college-level courses in algebra and statistics and be proficient in word processing and spreadsheets.

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

Requirements for the Master of Business Administration Degree in Integrative Management

The student must complete 45 credits from the following courses:

	CREDITS
PIM 800 Managerial Skills	1 to 3
PIM 801 Organizational Analysis	1 to 3
PIM 802 Integrative Case Competition	1 to 3
PIM 803 Leadership Development	1 to 3
PIM 804 Strategic Vision	1 to 3
PIM 811 Financial Accounting Concepts	1 to 3
PIM 812 Managerial Accounting	1 to 3
PIM 813 Information Systems	1 to 3
PIM 814 Financial Statement Analysis	1 to 3
PIM 821 Managerial Economics	1 to 3
PIM 822 Macroeconomics for Managers	1 to 3
PIM 831 Legal Environment of Business	1 to 3
PIM 841 Corporate Finance	1 to 3
PIM 842 Managerial Finance	1 to 3
PIM 850 Analysis and Decision Modeling	1 to 3
PIM 852 Negotiation	1 to 3
PIM 853 Human Resource Management	1 to 3
PIM 855 Strategic Management	1 to 3
PIM 862 Customer and Competitor Analysis	1 to 3
PIM 863 Marketing Systems	1 to 3
PIM 870 Supply Chain Management	1 to 3
PIM 871 Innovation of Products and Services	1 to 3
PIM 872 International Strategies	1 to 3
PIM 873A Current Business Issues: Finance	1 to 3
PIM 873F Current Business Issues: Management	1 to 3
PIM 874 The Global Marketplace	1 to 3
PIM 875 Supply Chain Management II	1 to 3
PIM 876 Ethics in the Workplace	1 to 3
PIM 891 Special Topics in Business	1 to 3

Academic Standards

Students must maintain a cumulative grade-point average of 3.00 in order to graduate from the program. Any cumulative grade-point average less than 3.00 will be considered probationary status. The number of individual courses with grades below 3.0 is limited to no more than three. Students on probation for two or more semesters may be dismissed from the program.

Master of Science

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

BUSINESS
Graduate Study

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

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

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

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

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

BUSINESS ANALYTICS

Master of Science

The Master of Science degree in Business Analytics addresses the study, research, and application of analytics. Its focus is on business analytics, the use of data in various forms and often large sets to make optimal business decisions. This multidisciplinary program prepares analytics professionals for careers based in data information, collection, and analysis in many types of organizations and has broad appeal to a wide variety of academic and professional audiences.

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

Admission

To be admitted to the Master of Science degree in Business Analytics, an applicant must have:

1. a bachelor's degree from a recognized educational institution.
2. an academic record equivalent to at least 3.00 (B) in undergraduate course work.
3. completed, with a grade of 3.0 or higher, college-level courses in calculus and statistics.
4. experience in programming languages, such as Python, Java, HTML, C and C++, and statistical software tools.
5. strong scores on the GMAT (Graduate Management Admissions Test) or GRE (Graduate Record Examination) or extensive work experience.
6. working knowledge of personal computers including word processing, spreadsheets, networking, and database management systems.

Admission to the program is selective and meeting the minimum standards does not guarantee admission. The applicant's overall record is considered, including the student's statement of objectives, recommendations, academic transcripts, and other documentation as required.

Requirements for the Master of Science Degree in Business Analytics

The Master of Science degree in Business Analytics is available only under Plan B (non-thesis). A total of 30 credits are required for the degree.

	CREDITS
1. Students must complete 30 credits from the following courses:	
CSE 881 Data Mining	3
CSE 891 Selected Topics	3
ITM 818 Data Management and Visualization in Analytics	3
ITM 881 Network Analytics	3
ITM 882 Analytics Practicum	3
or	
ITM 893 Business Analytics Internship	3

ITM 883 Business Analytics Problem Solving	2
ITM 885 Machine Learning and Optimization in Analytics	3
ITM 886 Communication Strategies for Analytics	1
ITM 888 Capstone: Business Analytics	3
STT 805 Statistical Modeling for Business Analytics	3

Other courses may be used to fulfill this requirement with approval of the program director. Information Technology Management 818, 882, 888, and 893 are experiential analytics project courses which engage students in analytics project work in partnership with corporate and/or non-profit organizations.

2. Completion of a final oral examination or evaluation.

BUSINESS RESEARCH

Master of Science

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

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

Admission

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

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

Requirements for the Master of Science Degree in Business Research

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

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

Academic Standards

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

INTERNATIONAL BUSINESS

The Master of Science degree in International Business is designed for recent graduates with non-business undergraduate degrees for whom international business knowledge will provide a strong combination of skills for future leadership roles in global organizations. The program provides a cross-functional international perspective across the major business disciplines: management, marketing, supply chain, finance, and accounting. It

offers an educational experience that combines theory and experiential learning and is available only online. Students may email ibc@msu.edu for additional information.

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

Admission

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

1. Have a bachelor's degree from a recognized educational institution.
2. Have a cumulative undergraduate academic record equivalent to a 3.0 or higher.
3. Complete the following prerequisite courses or equivalent prior to admission for students who have a non-business undergraduate degree:

ACC 230	Survey of Accounting Concepts	3
BUS 250	Business Communications: Oral and Written Skills	3

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

Requirements for the Master of Science Degree in International Business

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

Students must complete 30 credits from the following courses:

	CREDITS
1. International Core. All of the following courses (21 credits):	
ACC 801 International Accounting	3
FI 802 International Finance	3
MGT 854 Global Strategy	3
MKT 815 Cross-Cultural Understanding	3
MKT 842 International Marketing	3
MKT 852 Global Value Chains	3
MKT 860 Understanding and Assessing the Global Business Environment	3
2. Complete one of the following, a project or study abroad experience (3 credits):	
MKT 882 International Business Field Study	3
MKT 894 The Global Marketplace	3
3. Two of the following courses (6 credits):	
MGT 858 Strategic Management	3
MGT 873 Strategic Decision Making	3
SCM 870 Introduction to Supply Chain Management	3
SCM 873 Supply Chain Management: Sourcing, Operations and Distribution	3
4. Completion of a final oral examination or evaluation.	

Academic Standards

Students who are enrolled in the Master of Science degree in International Business are expected to maintain: (1) a minimum grade-point average of 3.0 each semester, (2) a minimum cumulative grade-point average of 3.0, and (3) complete all courses listed on the candidacy form.

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

Doctor of Philosophy Degree in Business Administration

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

or—human resource management, operations and sourcing management, and strategic management.

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

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

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

- The Eli Broad College of Business
 - Program in Information Technology Management
 - Business Information Systems
 - Department of Accounting and Information Systems
 - Accounting
 - Department of Finance
 - Finance
 - Department of Management
 - Organizational Behavior—Human Resource Management
 - Strategic Management
 - Department of Marketing
 - Marketing
 - Department of Supply Chain Management
 - Logistics
 - Operations and Sourcing Management

Admission

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

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

Requirements for the Doctor of Philosophy Degree in Business Administration

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

1. Complete a major field and one minor field of study. A major field consists of a minimum of three courses totaling at least 12 credits; a minor field consists of a minimum of three courses totaling at least 9 credits. Specific major and minor fields may require additional courses and credits.
2. Know and be able to apply concepts, tools, and techniques of business practice. A student who enters the doctoral program without having earned a business degree from an institution accredited by the Association for the Advancement of Collegiate Schools of Business should develop a broad understanding of the functional areas of business: Accounting, Finance, Management, Supply Chain Management, and Marketing. Such background, if necessary, would be provided by undergraduate or master's level course work as specified by the student's program guidance committee.

3. Achieve competence in economic and/or behavioral analysis by completing graduate level course work in these areas. Specific requirements are established by the student's major department.
4. Complete a minimum of four graduate-level courses totaling at least 12 credits in research related areas. The areas chosen are expected to be relevant to the student's dissertation research and in subsequent professional endeavors.
5. Pass a written comprehensive examination in the major field and successfully complete the requirements for the minor field, which may also include a written comprehensive examination. At the option of the student's major department, an oral component may be added to the major comprehensive examination. The student's major field advisor must certify to the Doctoral Programs Office that the student has met the requirements for taking a particular written comprehensive examination before the student will be permitted to sit for that examination.
6. Defend a dissertation proposal orally in an open meeting. Because the purpose of this requirement is to provide faculty input for the dissertation research, it should be satisfied before the majority of the research effort is undertaken. A successful defense of the dissertation proposal is achieved when three-fourths of the student's dissertation committee, including the chairperson, approves the defense. The guidance committee will report to the Doctoral Programs Office the successful completion of this requirement.
 All of the members of the student's guidance committee should be in attendance at the defense of the dissertation proposal. The date, time, and place for the defense of the dissertation proposal will be announced to the Broad School faculty ten days in advance of the event.
 With the exception of doctoral dissertation research credits, all course work listed on the student's approved guidance committee report must be completed with grades reported before the student will be permitted to defend the dissertation proposal.
7. Complete a doctoral dissertation judged to be a satisfactory contribution to knowledge by the student's guidance committee and successfully defend the dissertation in an open meeting.

Academic Standards

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

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

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

student's major field advisor, and the Associate Dean for Academic Affairs.

DEPARTMENT of ACCOUNTING and INFORMATION SYSTEMS

Vallabhajosyula Sambamurthy, Chairperson

UNDERGRADUATE PROGRAM

The Department of Accounting and Information Systems provides a Bachelor of Arts degree with a major in accounting. The undergraduate accounting student follows a rigorous course of study that includes financial accounting theory and practice, cost and managerial analysis, individual and corporate income taxation, auditing concepts and issues, and accounting information systems. Students receive technical accounting skills, exposure to business analytics and communication training.

Requirements for the Bachelor of Arts Degree in Accounting

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

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

GRADUATE STUDY

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

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

ACCOUNTING

Master of Science

The Master of Science degree in Accounting is designed for persons who have completed, or will complete, the accounting courses or their equivalents that are required for the Bachelor of

Arts degree in Accounting at Michigan State University. It provides an opportunity to develop in-depth knowledge in at least one concentration area of accounting and to complete courses in several related fields such as communication, finance, management, marketing, and supply chain management. Each student's program of study is developed according to chosen professional objectives, complementary to prior academic work.

This degree is relevant for persons interested in pursuing careers in the public accounting profession that typically require the Certified Public Accountant certification, or in similar positions in consulting, government and industry. The program develops the practice of accounting beyond the entry level addressed by the typical undergraduate accounting degree program. It equips students with superior technical accounting knowledge, especially in an accounting concentration area, and the ability to apply this knowledge to advance the goals of organizations. It also provides students with the skills a professional accountant is expected to possess such as strong analytical, oral and written communication skills as well as well-developed interpersonal skills including the ability to work effectively with groups and to provide leadership.

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

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

Admission

Students may start the program in any semester (fall or spring), or summer session, as space permits. Applications for admission to the program must be received by the following deadline: January 1 for first-round admissions for fall semester or summer session, March 1 for second-round admissions for fall semester or summer session, or October 1 for spring semester.

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

1. Submit to the Director of the Master of Science degree in Accounting program a completed application packet that is available at <http://accounting.broad.msu.edu/welcome/ms/admissions/apply>.
2. Take the Graduate Management Admission Test (GMAT) and have the scores submitted to the Master of Science degree in Accounting program. The test must be taken not more than five years prior to the submission of the application for admission to the program. Current Michigan State University students in the undergraduate accounting major with both an overall grade-point average and junior-senior level accounting course grade-point average of 3.25 or higher are not required to take the GMAT.

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

1. a bachelor's degree in accounting from a recognized educational institution or a bachelor's degree in another major from a recognized educational institution that includes a minimum grade of 3.0 or higher in the following prerequisite courses: intermediate financial accounting, survey of calculus, and probability and statistics.
2. a strong GMAT score.
3. a cumulative grade-point average of at least a 3.0 from institutions attended.
4. a grade-point average of at least 3.0 for any junior-and-senior level courses taken as an undergraduate.

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

The program accepts qualified applicants whose undergraduate degree is not in accounting and only includes an intermediate-level financial accounting course. These students will be required to complete collateral course work and their program of study will typically require more than 30 credits for the degree. Students should contact the director of the program to determine course deficiencies. Credits earned in collateral course work does not count toward the Master of Science degree in Accounting.

Requirements for the Master of Science Degree in Accounting

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

	CREDITS
1. Complete the following course (3 credits):	
COM 875 Communication Leadership Skills in Organizations	3
2. Complete one of the following concentrations. Alternative courses can be substituted with the approval of the Program Director.	
Information Systems	
ACC 822 Information Systems Project Management	3
ACC 823 Advanced Enterprise Database Systems	3
ACC 824 Governance and Control of Enterprise Systems	3
ACC 825 Object Oriented Business Information Systems	3
ACC 826 Enterprise Information Systems	3
Students who did not complete their undergraduate degree in accounting from Michigan State University also need to complete:	
ACC 821 Enterprise Database Systems	3
Public and Corporate Accounting	
The following course:	
FI 801 Managerial Finance	3
Four of the following courses:	
ACC 807 Financial Statement Analysis	3
ACC 808 Contemporary Financial Reporting Decisions	3
ACC 814 Advanced Auditing	3
ACC 833 Federal Income Taxation of Corporations and Shareholders	3
ACC 841 Strategic Management Accounting	3
ACC 843 Operational Management Accounting	3
ACC 844 Management Accounting in Global Enterprises	3
ACC 850 Accounting for Multiunit Enterprises	3
Taxation	
ACC 830 Tax Research	3
ACC 833 Federal Income Taxation of Corporations and Shareholders	3
ACC 834 Taxation of Gifts, Trusts and Estates	3
ACC 836 U.S. Taxation of Multinational Transactions	3
ACC 850 Accounting for Multiunit Enterprises	3
FI 801 Managerial Finance	3
3. Electives.	
Students must select at least 15 credits, of which 9 must be outside the accounting major. For students in the public and corporate accounting, and taxation concentrations, information systems courses are considered outside of the accounting major. For students in the information systems concentration, all other accounting courses are considered outside of the accounting major.	

Academic Standards

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

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

A student who does not maintain a 3.0 grade-point average will be placed on final probation. Such a student will be given the next

BUSINESS
Department of Accounting and Information Systems

semester of enrollment to achieve a 3.0 grade-point average; otherwise, dismissal from the program will result.

ACCOUNTING

Doctor of Philosophy

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

CORPORATE ACCOUNTING

Master of Business Administration

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

INFORMATION TECHNOLOGY MANAGEMENT

Master of Business Administration

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

DEPARTMENT of FINANCE

Naveen Khanna, Chairperson

UNDERGRADUATE PROGRAMS

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

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

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

FINANCE

Finance encompasses business financial administration, management of financial institutions, investments, financial markets, and the management of risk. Business financial administration includes obtaining external funds in the money and capital markets, selecting and evaluating investment projects, coordinating the flow of funds from operations, and determining the benefits to be returned to suppliers of capital. An understanding of financial con-

cepts and practices along with knowledge of the instruments and participants in the financial markets is vital to sound financial decision making.

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

The field of investments involves the analysis and selection of securities with special emphasis on stocks and bonds. The role of these instruments in portfolios of individuals and financial institutions is explored.

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

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

Requirements for the Bachelor of Arts Degree in Finance

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

CREDITS

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

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

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

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

MINOR IN INSURANCE AND RISK MANAGEMENT

The Minor in Insurance and Risk Management, administered by the Department of Finance, teaches the skills necessary for students seeking careers as underwriters, claim adjusters, agents, or brokers in the insurance organization, as well as careers in risk management in financial institutions. Students will learn how to quantify, manage, and price risk, while learning the structure, evolution and regulation of the finance and insurance sector of the economy.

The minor is available as an elective to students who are enrolled in bachelor's degree programs at Michigan State University. With the approval of the department and college that

administer the student's degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor's degree.

Admission

Students who plan to complete the requirements of the minor should consult the undergraduate adviser in the Department of Finance to apply. To be admitted to the minor students must have completed two of the following courses with a grade-point average of 3.0 through selection of a course from item a. and a course from item b.:

a.	STT	315	Introduction to Probability and Statistics for Business . . .	3
	STT	351	Probability and Statistics for Engineering	3
	STT	421	Statistics I	3
	STT	441	Probability and Statistics I: Probability	3
b.	FI	311	Financial Management	3
	FI	320	Introduction to Finance	3

Requirements for the Minor in Insurance and Risk Management

CREDITS

Students must complete 15 credits from the following:

1.	At least two of the following courses (5 or 6 credits):			
	EC	301	Intermediate Microeconomics	3
	EC	330	Money, Banking, and Financial Markets	3
	FI	312	Introduction to Investments	3
	FI	321	Theory of Investments	3
	FI	413	Management of Financial Institutions	3
	FI	414	Advanced Business Finance (W)	3
	MKT	319	Marketing Research	3
	SCM	475	Supply Chain Decision Modeling	2
2.	All of the following courses (9 credits):			
	FI	380	Principles of Insurance and Risk Management	3
	FI	480	Financial Risk Management	3
	FI	481	Crises, Insurance, and Risk Management	3

GRADUATE STUDY

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

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

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

FINANCE

Master of Science

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

Admission

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

1. Submit to the Department of Finance a completed application packet that is available from the department.
2. Have an undergraduate degree from a recognized educational institution.

3. Have at least two-years of full-time work experience after earning the bachelor's degree.

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

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

Requirements for the Master of Science Degree in Finance

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

CREDITS

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

Academic Standards

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

DEPARTMENT of MANAGEMENT

Donald E. Conlon, Chairperson

UNDERGRADUATE PROGRAMS

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

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

In addition, students may pursue one of two minors, retail management or sports business management. The minor in retail management provides background in the basic operations of operating retail forms of business. The minor in sports business

management draws on courses from across the university in kinesiology, media and information, economics, and history. It provides an overview of the sports industry with an emphasis on the role of business in this industry.

MANAGEMENT

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

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

Requirements for the Bachelor of Arts Degree in Management

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

CREDITS

- Major Field of Concentration: A minimum grade-point average of 2.00 in courses in the Major Field of Concentration that consists of courses approved in advance by the student's academic advisor and that must include: 15
 - MGT 460 Capstone for Management Majors (W) 3
 - Four courses at the 300–400 level from Accounting, Finance, General Business and Business Law, Management, and Marketing and Supply Chain Management, in addition to Management 460. Two of these courses must be in different areas, excluding Management. Courses that are used to satisfy BUSINESS CORE PROGRAM requirements [referenced in item 2. of the College's statement on *Graduation Requirements for the Bachelor of Arts Degree in the majors that comprise the Business Administration Programs*] may not be used to satisfy this requirement.

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

HUMAN RESOURCE MANAGEMENT

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

Courses in the human resource management major, augmented by offerings in psychology, sociology, and economics, prepare the student for two broadly defined career paths. The first, a general managerial orientation designed to build skills in analyzing and effectively dealing with individuals in the work place, concentrates on topics of motivation, organization design, leadership, and development of interpersonal skills. The second orientation provides techniques essential to successful careers in human resources management. It stresses selection and training techniques, human resources planning, compensation, labor re-

lations, and training and evaluation. Neither area is exclusive and exposure to both is often suggested.

Requirements for the Bachelor of Arts Degree in Human Resource Management

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

CREDITS

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

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

MINOR IN RETAIL MANAGEMENT

The Minor in Retail Management, which is administered by the Department of Management, prepares students for careers in the field of retailing, and financial retailing. It is designed to enhance the career potential of students studying general management and marketing by providing a program of study dedicated toward a specific industry and career path. The minor will also be particularly valuable to students in advertising and public relations, finance, and food industry management.

The minor is available as an elective to students who are enrolled in bachelor's degree programs at Michigan State University in the Eli Broad College of Business, in the Advertising major, or in the Food Industry Management major. With the approval of the department and college that administers the student's degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor's degree.

Students who plan to complete the requirements for the minor should apply through the undergraduate advisor in the Undergraduate Academic Services Office in the Broad College of Business. Students must have completed either ACC 201 or ACC 202 prior to admission to the minor.

Requirements for the Minor in Retail Management

CREDITS

- Students must complete a minimum of 18 credits from the following:
- One of the following courses (3 credits):
 MGT 315 Managing Human Resources and Organizational Behavior 3
 MGT 325 Management Skills and Processes 3
 - Both of the following courses (6 credits):
 ADV 481 Retail Strategy Analysis 3
 MGT 460 Capstone for Management Majors (W) 3
 - One of the following courses (3 credits):

MGT	371	Retail Planning and Buying	3
MKT	351	Retail Management	3
SCM	371	Procurement and Supply Management	3
4. Two of the following elective courses (6 credits):			
ADV	375	Consumer Behavior	3
FIM	460	Retail Information Systems	3
MGT	352	Entrepreneurship: New Venture Process	3
MGT	411	Organizational Staffing	3
MGT	412	Compensation and Reward Systems	3
MGT	413	Personnel Training and Development	3
MGT	414	Diversity in the Workplace	3
MGT	418	Labor-Management Relations	3
MGT	475	Negotiation and Conflict Management	3
MGT	491	Special Topics in Management	3
MKT	302	Consumer and Organizational Buyer Behavior	3
MKT	313	Personal Selling and Buying Processes	3
MKT	319	Marketing Research	3
MKT	355	Entrepreneurship: Strategic Marketing Planning and Launch	3
MKT	383	Sales Management	3
MKT	410	Product Innovation and Management	3
MKT	412	Marketing Technology and Analytics	3
SCM	373	Logistics and Transportation Management	3

MGT	412	Compensation and Reward Systems	3
MGT	414	Diversity in the Workplace	3
MGT	418	Labor-Management Relations	3
MI	101	Understanding Media and Information	3
MKT	302	Consumer and Organizational Buyer Behavior	3
MKT	313	Personal Selling and Buying Processes	3

Management majors must fulfill this requirement with at least two courses outside of management.

MINOR IN SPORTS BUSINESS MANAGEMENT

The Minor in Sports Business Management, which is administered by the Department of Management, provides students the academic foundation and practical experience to pursue careers in intercollegiate and professional sports and the sports business industry. The minor is intended for students who wish to enhance their marketability for highly competitive careers in areas related to sports business management including sports associations and leagues, intercollegiate and professional sports organizations and teams, sports entertainment and media services, and firms that primarily supply the sports and entertainment industry. Students will apply their knowledge of business to the industries of sports through course work and hands-on experience in supervised fieldwork and internships.

The minor is available as an elective to students who are enrolled in majors in the Eli Broad College of Business and to students in Advertising, Communication pursuing a Minor in Public Relations, Kinesiology, and Media and Information. With the approval of the department and college that administers the student's degree program, the courses that are used to satisfy the minor may also be used to satisfy the requirements for the bachelor's degree. Students who plan to complete the requirements for the minor should apply through the Undergraduate Academic Services Office in the Eli Broad College of Business. Students applying to the minor should be prepared to provide a statement of purpose (professional letter) and resume. Applications are due by April 15th. Admission decisions are made in late spring of each year. Admission to the minor is highly competitive and not guaranteed.

Requirements for the Minor in Sports Business Management

			CREDITS
Students must complete a minimum of 18 credits from the following:			
1. All of the following courses (12 credits):			
MGT	315	Managing Human Resources and Organizational Behavior	3
or			
MGT	325	Management Skills and Processes	3
MGT	460	Capstone for Management Majors (W)	3
MGT	479	Sports Business Management	3
MGT	493A	Sports Business: Internship	3
or			
MGT	493B	Sports Business: Fieldwork Seminar	3
2. Two of the following courses (6 credits):			
ADV	420	New Media Driver's License	3
ADV	431	Monitoring and Measuring Social Media of Brands	3
BUS	491	Special Topics in Business	3
EC	370	Economics of Sports	3
HST	324	History of Sport in America	3
HST	329	College Sports in the United States	3
ISS	328	The Social Science of Sports (I)	4
KIN	454	Facility Planning and Construction	3
KIN	456	Ethical Issues in Athletics	2
MGT	411	Organizational Staffing	3

GRADUATE STUDY

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

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

The department also offers an online Master of Science degree in Management, Strategy, and Leadership. This program focuses on leading, motivating and rewarding individuals, making decisions, thinking strategically, and selecting and developing human resources.

MANAGEMENT, STRATEGY, AND LEADERSHIP

Master of Science

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

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

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

Admission

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

1. Have at least three years of full-time managerial experience in a supervisory role in the private or public sector.
2. Have a bachelor's degree from a recognized educational institution.
3. Have a cumulative undergraduate grade-point average of 3.00.
4. Have a high degree of potential for advancement to an organizational leadership role.
5. Possess important personal and managerial attributes, such as intellectual curiosity, strong communication skills, maturity, openness to new ideas and change, leadership quali-

BUSINESS
Department of Management

- ties, analytical thinking ability, perseverance, and an ability to lead and work in teams.
- Have some background knowledge of and exposure to word processing, spreadsheets, and presentations.
 - Have access to a computer with a minimum configuration approved by the Department of Management.

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

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

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

The Master of Science degree in Management, Strategy, and Leadership is available online and only under Plan B (non-thesis). A total of 30 credits are required for the degree. Students must work closely with their advisor to ensure courses are taken in the correct sequence.

	CREDITS
1. Students must complete 30 credits from the following courses:	
MGT 801 Analyzing Your Organization	2
MGT 804 International Management	2
MGT 810 Human Resource Management for General Managers	3
MGT 811 Fundamentals of Human Resource Staffing	2
MGT 814 Managing Diversity in the Workplace	2
MGT 817 Managing the Learning Organization	2
MGT 818 Talent Management and Development	2
MGT 822 Developing Reward and Compensation Systems	2
MGT 824 Developing Managerial Skills	2
MGT 840 Leadership and Team Management	2
MGT 842 Leading Strategic Change	2
MGT 850 Competitive and Business Strategy	2
MGT 856 Corporate Strategy	2
MGT 863 Negotiations	2
MGT 873 Strategic Decision Making	2
MGT 881 Creating an Ethical Organization	2
2. Students are expected to maintain a cumulative grade-point average of 3.0 in all courses in the program and a 2.0 grade in each course in order for the course to count towards the program.	
3. Completion of a final oral examination or evaluation.	

GRADUATE CERTIFICATE IN HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

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

Admission

Students must:

- have an undergraduate degree from a recognized institution.
- have a cumulative undergraduate grade-point average of 3.0.
- have three or more years of full-time managerial experience in a supervisory role in the private or public sector.

Requirements for the Graduate Certificate in Human Resource Management and Development

	CREDITS
1. Complete the following courses (3 credits):	
MGT 802 Strategic Analysis	1
MGT 810 Human Resource Management for General Managers	2

- Complete three of the following courses (6 credits):
 - MGT 811 Fundamentals of Human Resources Staffing 2
 - MGT 814 Managing Diversity in the Workplace 2
 - MGT 817 Managing the Learning Organization 2
 - MGT 818 Talent Management and Development 2
 - MGT 822 Developing Reward and Compensation Systems 2
- Students are expected to maintain a cumulative grade-point average of 3.0 in all courses in the certificate and a 2.0 grade in each course in order for the course to count towards the program.

GRADUATE CERTIFICATE IN LEADERSHIP AND MANAGING TEAMS

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

Admission

Students must:

- have an undergraduate degree from a recognized institution.
- have a cumulative undergraduate grade-point average of 3.0.
- have three or more years of full-time managerial experience in a supervisory role in the private or public sector.

Requirements for the Graduate Certificate in Leadership and Managing Teams

	CREDITS
1. Complete the following courses (3 credits):	
MGT 802 Strategic Analysis	1
MGT 824 Developing Managerial Skills	2
2. Complete three of the following courses (6 credits):	
MGT 814 Managing Diversity in the Workplace	2
MGT 840 Leadership and Team Management	2
MGT 863 Negotiations	2
MGT 881 Creating an Ethical Organization	2
3. Students are expected to maintain a cumulative grade-point average of 3.0 in all courses in the certificate and a 2.0 grade in each course in order for the course to count towards the program.	

GRADUATE CERTIFICATE IN STRATEGIC MANAGEMENT

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

Admission

Students must:

- have an undergraduate degree from a recognized institution.
- have a cumulative undergraduate grade-point average of 3.0.
- have three or more years of full-time managerial experience in a supervisory role in the private or public sector.

Requirements for the Graduate Certificate in Strategic Management

	CREDITS
1. Complete the following courses (3 credits):	

MGT 802	Strategic Analysis	1
MGT 850	Competitive and Business Strategy	2
2.	Complete three of the following courses (6 credits):	
MGT 804	International Management	2
MGT 842	Leading Strategic Change	2
MGT 856	Corporate Strategy	2
MGT 873	Strategic Decision Making	2
3.	Students are expected to maintain a cumulative grade-point average of 3.0 in all courses in the certificate and a 2.0 grade in each course in order for the course to count towards the program.	

DEPARTMENT of MARKETING

Douglas E. Hughes, Acting Chairperson

UNDERGRADUATE PROGRAMS

The Department of Marketing provides undergraduate education in marketing, which involves the selection of target markets and the development of strategies and tactics that create, deliver, and communicate value to customers and in so doing generate profitable revenue for the firm. This includes generating consumer and competitive insights through market research and managing products, pricing, distribution channels, and marketing communications. Introduction in this field is designed to provide an understanding of the concepts necessary for performance in both managerial and entry-level positions in profit and non-profit organizations.

Each program of study is structured to offer sequential study useful for broad personal and professional development. The required courses are designed to provide necessary understanding, integration, and skill development in marketing fundamentals, while specialty courses offer students the opportunity to apply concepts and gain additional knowledge in accordance with student interests and career paths. Emphasis is placed on the integration of critical thinking, quantitative analysis, and broad communication skills.

The department also offers a Minor in Sales Leadership. This program affords students the opportunity to acquire and develop skills needed to effectively engage with customers in a consultative fashion and to thrive as value-added sales and business development leaders. More information about this program may be found at www.salesleader.msu.edu.

MARKETING

The Marketing program at Michigan State University is known for producing managers who can manage and lead the marketing function at for profit nonprofit organizations. The marketing program is designed to help students understand business activities such as identifying customer needs through market research, segmenting markets, targeting and positioning products and services, new product management, making the product or service available to customers, and communicating the benefits of the product or service to customers. The marketing program provides an opportunity for students to develop the analytical, planning, implementation, and process control skills necessary for rewarding careers in marketing management, marketing strategy and marketing research.

Requirements for the Bachelor of Arts Degree in Marketing

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

The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.

The University's Tier II writing requirement for the Marketing major is met by completing Marketing 460. That course is referenced in item 3. a. (1) below.

2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.

3. The following requirements for the major:

	CREDITS
a. Major Field of Concentration: A minimum grade-point average of 2.00 in the courses that are listed below:	15
(1) All of the following courses (9 credits):	
MKT 302 Consumer and Organizational Buyer Behavior	3
MKT 319 Marketing Research	3
MKT 460 Marketing Strategy (W)	3
(2) Six credits from the following courses:	
MKT 313 Personal Selling and Buying Processes	3
MKT 351 Retail Management	3
MKT 383 Sales Management	3
MKT 410 Product Innovation and Management	3
MKT 412 Marketing Technology and Analytics	3
MKT 415 International Marketing Management	3
MKT 420 New Product Design and Development	3
MKT 430 Key Account and Customer Relationship Management	3
MKT 490 Independent Study	1 to 3
MKT 490H Honors Independent Study	1 to 3
MKT 491 Special Topics in Marketing	3

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

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

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

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

GRADUATE STUDY

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

The department also offers a Master of Science degree in Marketing Research. This is a specialized program that enables students to build or accelerate careers in marketing research. The program is available in two formats: 1) 12-month full-time pro-

gram that includes an internship period or real-life marketing research projects; 2) 20-month online program designed for working professionals.

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

Students may also pursue a Graduate Specialization in Business Concepts for Environmental Sustainability and Conservation.

MARKETING RESEARCH

Master of Science

The Master of Science degree in Marketing Research prepares individuals for careers in marketing research and is designed to develop consulting, research strategy, and marketing analysis skills. This degree program is available under Plan B (without thesis) and may be completed in one calendar year including course work and a summer-session internship (or company project), or in a 19-month hybrid part-time format. Students must complete the internship or company project in the summer session.

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

Admission

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

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

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

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

1. Completed, with a grade of 3.00 (B) or higher, college-level courses in statistics, covering probability theory and distributions, descriptive statistics, sampling, estimation, and hypothesis testing.
2. A working knowledge of personal computers including word processing, spreadsheets, networking, and database management systems.
3. A basic understanding of accounting, finance, marketing, and the management of people.
4. A laptop computer.

Requirements for the Master of Science Degree in Marketing Research

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

		CREDITS	
1. All of the following courses:			
MKT	805	Marketing Management	3
MKT	806	Marketing Research for Decision Making	3
MKT	807	Consumer Insights	3
MKT	819	Advanced Marketing Research	3
MKT	829	Marketing Technology and Analytics	3
MKT	843	International Marketing Research	2
MKT	856	Consulting Practicum in Marketing	3
MKT	861	Marketing Research Strategy and Analysis	2
MKT	864	Data Mining in Marketing	3
MKT	867	Sampling and Research Design	3
MKT	871	New Product and Service Research	3
MKT	891	Special Topics in Marketing	3
2. Successfully complete a final examination or evaluation.			

GRADUATE SPECIALIZATION IN BUSINESS CONCEPTS FOR ENVIRONMENTAL SUSTAINABILITY AND CONSERVATION

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

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

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

The student must complete 12 credits from the following:

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

DEPARTMENT of SUPPLY CHAIN MANAGEMENT

David Closs, Chairperson

The Department of Supply Chain Management provides undergraduate education in supply chain management which includes the business functions of procurement, operations, logistics, inventory management, transportation, lean manufacturing, warehousing and customer service. Instruction of foundational knowledge in these fields provides an understanding of the concepts necessary for performance in managerial positions as well as entry-level positions in profit, non-profit, and government organizations.

The supply chain management program provides sequential study of business processes useful for well-rounded personal and professional development. The required courses are designed to provide necessary understanding, integration and skill development. Specialty courses offer opportunities to apply concepts in accordance with student interests and prospective career paths. Emphasis is placed on quantitative analytical skills, business communication skills and integration of concepts learned in other disciplines.

Qualified students are encouraged to pursue honors courses, study-abroad programs and internship experiences with national and international corporations.

UNDERGRADUATE PROGRAM

SUPPLY CHAIN MANAGEMENT

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

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

Requirements for the Bachelor of Arts Degree in Supply Chain Management

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Supply Chain Management.
 The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.
 The University's Tier II writing requirement for the Supply Chain Management major is met by completing Supply Chain Management 470 or 472. Those courses are referenced in item 3. a. below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

- a. Major Field of Concentration: A minimum grade-point average of 2.00 in courses taken for the major: 15 or 16
 - (1) All of the following courses (9 credits):
 - SCM 371 Procurement and Supply Management. 3
 - SCM 372 Manufacturing Planning and Control. 3
 - SCM 373 Logistics and Transportation Management. . . 3
 - (2) One of the following courses (2 or 3 credits):
 - SCM 470 Supply Chain Application and Policy (W) . . . 2
 - SCM 472 Supply Chain Industry Applications. 3
 - (3) Complete an additional 4 credits from an approved list of courses available from the department.

GRADUATE STUDY

The Department of Supply Chain Management offers Master of Business Administration degree programs with a concentration in Supply Chain Management and a Master of Science degree in Supply Chain Management offering higher level studies in the major concepts of supply chain: logistics, procurement and operations. For information about the M.B.A. program refer to the *Master of Business Administration* statement in the Broad College section.

SUPPLY CHAIN MANAGEMENT

The Master of Science degree in Supply Chain Management is available through the Eli Broad Graduate School of Management. The program is completed over 24 months, six semesters with four 3-day on-campus sessions and eight week online sessions. Students in the program must complete the required courses in the defined sequence.

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

Admission

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

1. submit an online application which includes a requirement to attach a resume and essays.
2. have an undergraduate degree with at least a 3.0 grade-point average. Official transcripts must be provided.
3. have a minimum of two years of professional supply chain work experience.
4. provide three individual recommendations from supervisors, coworkers, etc. regarding supply chain management work experience.
5. be prepared to provide Graduate Management Admission Test (GMAT) or Graduate Record Examinations (GRE) scores. Qualified applicants with three or more years of supply chain work experience and a cumulative undergraduate grade-point average 3.0 are not required to submit either a GMAT or GRE score for admission consideration. Applicants may compensate for deficiencies in their background by providing a strong score on the GMAT or GRE. Submitted GMAT or GRE scores must not be more than five years old.

CREDITS

BUSINESS
Department of Supply Chain Management

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

Requirements for the Master of Science Degree in Supply Chain Management

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

	CREDITS
1. Both of the following courses (6 credits):	
SCM 870 Introduction to Supply Chain Management I	3
SCM 879 Supply Chain Management – Strategy and Applications	3
2. Complete 30 credits of electives as approved by the student's guidance committee:	
COM 874 Communication in Supply Chain Management	2
MGT 875 Change Management	2
SCM 848 Analysis of Supply Markets and Suppliers	2
SCM 866 Railway Business Management	3
SCM 867 Railway Operations Management	3
SCM 871 Applied Data Analysis	3
SCM 872 Distribution Fulfillment	2
SCM 874 Total Quality Management and Lean Enterprise	3
SCM 875 Manufacturing Planning and Control	2
SCM 876 Logistics Operations, Methods, and Systems	2
SCM 881 Global Supply Chain Management	3
SCM 882 Supply Chain Management Field Study	5
SCM 883 Technology and Product Innovation Management	2
SCM 886 Strategic Sourcing	2
SCM 887 Introduction to Packaging for Supply Chain Management	1.5
SCM 888 Food Safety in Supply Chain Management	1.5
SCM 889 Brand Protection for Supply Chain Managers	1.5
SCM 890 Independent Study	1.5
3. Successful completion of a final evaluation.	

Academic Standards

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

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

THE SCHOOL of HOSPITALITY BUSINESS

Bonnie J. Knutson, Acting Director

The hospitality industry is an exciting and fast growing industry throughout the world. Because it is part of the larger service economy, it offers graduates a wide range of career opportunities in management and entrepreneurship. The School of Hospitality Business prepares its students to enter management positions in lodging, food and beverage service, consulting, event planning, human resources, sales, information systems, marketing, as well

as real estate investment management. Graduates find opportunities in venues such as hotels, restaurants, resorts, casinos, cruise lines, clubs as well as in sports and entertainment.

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

Because of its unique industry-specific status within the Broad College of Business, The School of Hospitality Business curriculum is business-focused and driven by the hospitality industry. Our classes are delivered by faculty leaders who not only teach the discipline, but bring real-life experiences into the students' learning experience. They also conduct theoretical and practical research that benefits both the academy and industry. The curriculum emphasizes business leadership, and is designed to develop knowledge as well as techniques of leadership. Our graduates are equipped to face the challenges in this ever-changing industry, including operations, management, finance, accounting, marketing, human resources, information systems, law, production, facilities and emerging industry trends.

UNDERGRADUATE PROGRAM

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

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

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

Admission

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

1. Completion of at least 56 credits acceptable to The School of Hospitality Business and an academic record that meets the requirements of Academic Standing of Undergraduate Students.
2. Completion of at least four of the following Business core courses: Mathematics 103, Economics 201 and 202, Accounting 201, Computer Science and Engineering 101 or Statistics and Probability 201.
3. Completion of at least two of the following hospitality business core courses: Hospitality Business 237, 265, or 267.
4. Admission decisions are based primarily on the student's cumulative university grade-point average, business core

grade-point average from the completed business core courses listed above, and hospitality business grade-point average from the completed hospitality business core courses listed above. The completed application requires a statement of intent and goals, as well as documented work experience and membership and involvement in service activities where applicable.

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

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

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

Requirements for the Bachelor of Arts Degree in Hospitality Business

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Hospitality Business.
 - The completion of Mathematics 103 referenced in item 2. a. (1) below partially satisfies the University mathematics requirement.
 - The completion of Statistics and Probability 201 referenced in item 2.a.(1) satisfies the University mathematics requirement.
 - The University's Tier II writing requirement for the Hospitality Business major is met by completing Hospitality Business 489. Those courses are referenced in item 2. b. below.
- The following requirements for the major:

	CREDITS
a. Core Program:	21 or 22
(1) All of the following courses (15 credits):	
ACC 201 Principles of Financial Accounting	3
CSE 101 Computing Concepts and Competencies ...	3
EC 201 Introduction to Microeconomics	3
EC 202 Introduction to Macroeconomics	3
MTH 103 College Algebra	3
(2) One of the following courses (3 or 4 credits):	
STT 200 Statistical Methods	3
STT 201 Statistical Methods	4
(3) One of the following courses (3 credits):	
COM 100 Human Communication	3
COM 225 An Introduction to Interpersonal Communication	3
Higher levels and associated courses of Mathematics 103 and Statistics and Probability 200 or 201 are acceptable for core program requirements.	
Students who place into Statistics 201 with a designated score on the Michigan State University mathematics services placement exam and successfully complete Statistics 201 will not be required to complete Mathematics 103.	
Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.	
b. Major Field of Concentration: All of the following courses with a minimum grade-point average of 2.00:	40
HB 105 Service Management Principles	2
HB 201 Hospitality Business Professional Development I ...	1
HB 237 Management of Lodging Systems	3
HB 265 Food Management: Safety and Nutrition	3
HB 267 Management of Food and Beverage Systems ...	3
HB 302 Hospitality Managerial Accounting	3
HB 307 Hospitality Human Resources	3
HB 311 Hospitality Finance	3
HB 337 Hospitality Information Systems	3
HB 345 Quantity Food Production Systems	3
HB 349 Facilities Maintenance and Systems	3
HB 375 Hospitality Marketing	3
HB 401 Hospitality Business Professional Development II ...	1
HB 447 Hospitality Business Law	3
HB 489 Hospitality Business Strategy (W)	3
Students must complete first-level 400-hour internship/professional work experience prior to enrollment in Hospitality Business 307. Students must complete first-and second-level 400-hour internship/professional work experience prior to enrollment in Hospitality Business 401.	
c. Two of the following advanced electives (6 credits):	
HB 482 Advanced Hospitality Finance	3
HB 485 Hospitality Food Service Operations	3
HB 486 Advanced Hospitality Marketing	3
d. One international elective course, language, or study abroad course as approved by the student's academic advisor (3 credits)	
e. A minimum of 12 credits in specialized electives selected from the following:	
HB 100 Introduction to Hospitality Business	2
HB 210 Introduction to the Casino Industry	3

HB 320	Casino Operations and Management	3
HB 321	Club Operations and Management	3
HB 345L	Quantity Food Production Systems Laboratory	1
HB 347	The Foodservice Distribution Channel	3
HB 358	Hospitality Business Ownership	3
HB 376	Hospitality Sales Process	3
HB 380	Meeting and Event Planning and Management ...	3
HB 382	Hospitality Business Real Estate Investment Management	3
HB 405	Advanced Management of Food and Beverage Systems	3
HB 409	Introduction to Wine	3
HB 411	Hospitality Beverages	3
HB 415	Managing Quality in Hospitality Businesses	3
HB 437	Hospitality Revenue Management	3
HB 451	Emerging Leadership	3
HB 473	Hospitality Business Analytics	3
HB 490	Independent Study	1 to 6
HB 491	Current Topics in Hospitality Business	1 to 6
HB 492	Hospitality Business Real Estate Professional Skills Workshop	1 to 6

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

MINOR IN HOSPITALITY BUSINESS REAL ESTATE INVESTMENT MANAGEMENT

The Minor in Hospitality Business Real Estate Investment Management prepares students for careers focused on hospitality real estate including acquisition, appraisal, asset management, brokerage, consulting, development, investment analysis, market analysis, and mortgage lending. The minor may especially benefit students majoring in accounting, construction management, economics, finance, general management, hospitality business, human resource management, interior design, landscape architecture, marketing, supply chain management, and urban and regional planning.

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

Admission

Students seeking admission must contact the Assistant Director of Undergraduate Academic Programs in The School of Hospitality Business, and complete an application for admission. Applicants are strongly encouraged to have completed Accounting 201, Economics 201 and 202, and the university mathematics requirement. Students can apply at the time they have been formally accepted to a degree program.

Requirements for the Minor in Hospitality Business Real Estate Investment Management

	CREDITS
Students must complete the requirements specified below (19 or 20 credits):	
1. All of the following courses (12 credits):	
HB 311 Hospitality Finance	3
HB 382 Hospitality Business Real Estate Investment Management	3
HB 473 Hospitality Business Analytics	3
HB 482 Advanced Hospitality Finance	3
2. One of the following courses (3 or 4 credits):	
CMP 325 Real Estate Principles and Construction Finance	4
EC 330 Money, Banking, and Financial Markets	3
HB 358 Hospitality Business Ownership	3
HB 437 Hospitality Revenue Management	3
UP 400 Special Topics in Urban Planning	3
UP 458 Housing and Real Estate Development	3

BUSINESS
The School of Hospitality Business

Topics in UP 400 must have prior approval from the Director of the Minor in Hospitality Business Real Estate Investment Management.

- 3. Four credits from the following course (4 credits):
 HB 492 Hospitality Business Real Estate Professional Skills Workshop 1 to 4
- 4. Completion of 400 hours of work experience completed through an internship over a period of at least 10 weeks. Students should complete HB 311, HB 382, and HB 492 workshops prior to seeking the internship to ensure competency for placement. The internship must have prior approval from the Director of the Hospitality Business Student and Industry Resource Center.

GRADUATE STUDY

The School of Hospitality Business offers several options for graduate study that prepare students for success in a strategic and global hospitality industry. Each program offers a flexible curriculum designed to meet the specific professional needs of students with diverse backgrounds and career objectives. Curriculum plans include required core functional courses, selected specialized electives, and a field study experience conducted under the supervision of a selected faculty member.

Master of Business Administration

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

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

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

- 1. Complete of a minimum of four courses (12 credits) including:
 - a. The following course:
 - HB 885 Seminar in Food and Beverage Systems Management 3
 - b. Three of the following courses (9 credits):
 - HB 807 Workforce Management in the Hospitality Industry 3
 - HB 837 Hospitality Computer Information Systems 3
 - HB 875 Marketing in the Hospitality Industry 3
 - HB 882 Financial Management in the Hospitality Industry 3
 - HB 890 Independent Study 3

CREDITS

FOODSERVICE BUSINESS MANAGEMENT

Master of Science

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

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

Admission

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

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

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

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

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

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

- 1. All of the following courses (27 credits):

	CREDITS	
CEP 822	3	Approaches to Educational Research
HB 807	3	Workforce Management in the Hospitality Industry
HB 837	3	Hospitality Information Technology
HB 841	3	Contemporary Trends in Cuisine and Culture
HB 847	3	Hospitality Business Law
HB 882	3	Financial Management in the Hospitality Industry
HB 885	3	Hospitality Business Research
HB 886	3	Marketing in the Hospitality Industry
SCM 800	3	Supply Chain Management
- 2. Complete 6 credits of focused elective courses as approved by the Graduate Programs Coordinator. These courses are based on the specific academic interests of the student. Course work is typically selected from the following disciplines: food science; human nutrition and foods; or other disciplines. Students must meet the prerequisites for all elective courses.
- 3. Complete 3 credits of hospitality field study course work focusing on a project related to the student's major approved by the student's academic advisor.
- 4. Pass a final written comprehensive examination or evaluation.

Academic Standards

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

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

HOSPITALITY BUSINESS MANAGEMENT

Master of Science

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

Admission

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

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

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

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

Requirements for the Master of Science Degree in Hospitality Business Management

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

- | | CREDITS |
|---|---------|
| 1. All of the following courses (24 credits): | |
| CEP 822 Approaches to Educational Research | 3 |
| HB 807 Workforce Management in the Hospitality Industry | 3 |
| HB 837 Hospitality Information Technology | 3 |
| HB 847 Hospitality Business Law | 3 |
| HB 882 Financial Management in the Hospitality Industry | 3 |
| HB 885 Hospitality Business Research | 3 |
| HB 886 Marketing in the Hospitality Industry | 3 |
| SCM 800 Supply Chain Management | 3 |
| 2. Complete 9 credits of focused elective courses as approved by the Graduate Programs Coordinator. These courses are based on the specific academic interests of the student. Course work is typically selected from the following disciplines: hospitality business; management; marketing; supply chain management; communications; advertising; labor and industrial relations; community, agriculture, recreation and resource studies; or other disciplines. Students must meet the prerequisites for all elective courses. | |
| 3. Complete 3 credits of hospitality business field study course work focusing on a project related to the student's major approved by the student's academic advisor. | |
| 4. Pass a final written comprehensive examination or evaluation. | |

Academic Standards

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

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

SPECIALIZATION IN HOSPITALITY BUSINESS

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

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

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

Requirements for the Graduate Specialization in Hospitality Business

- | | CREDITS |
|---|---------|
| The student must: | |
| 1. Complete four of the following courses (12 credits): | |
| HB 807 Workforce Management in the Hospitality Industry | 3 |
| HB 837 Hospitality Information Technology | 3 |
| HB 841 Contemporary Trends in Cuisine and Culture | 3 |
| HB 847 Hospitality Business Law | 3 |
| HB 882 Financial Management in the Hospitality Industry | 3 |
| HB 885 Hospitality Business Research | 3 |
| HB 886 Marketing in the Hospitality Industry | 3 |
| 2. Complete the following course (3 credits): | |
| HB 890 Independent Study | 3 |
| Complete a research paper that reflects the integration of the student's discipline and hospitality business. | |

MIDLAND RESEARCH INSTITUTE FOR VALUE CHAIN CREATION

In 2014, Michigan State University obtained a new facility about 80 miles from its East Lansing, Michigan campus, which will be dedicated to teaching and research in the effective management of processes related to product innovation, design, sourcing, procurement, manufacturing, packaging, transportation, inventory management, warehousing, marketing, customer services, and returns and repairs. The institute brings together MSU faculty experts across such disciplines as business, engineering, and agriculture, and provides opportunities for both research and student involvement with global corporations headquartered in the region.

For more information, call 1-517-353-6381 or visit www.midlandvaluechain.broad.msu.edu.