



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

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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 1 for a fall semester admission or by November 1 for a spring semester admission.

Admission is based primarily on the cumulative grade-point average and grades in the pre-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.

Minimum criteria for admission to the college are:

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1. Completion of 28 credits.
2. Completion of Computer Science and Engineering 102.
3. Completion of the following pre-core courses:
 - a. Statistics 200 or approved substitution.
 - b. University's Tier I writing requirement. One course from WRA 101, WRA 195H, LB 133, MC 111, MC 112, or RCAH 111.
 - c. Economics 201 or 202. If both Economics 201 and 202 are completed at the time of admission consideration, both courses will be considered in the admission decision.

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 major application process. Some majors may have limited enrollment and require a 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 to 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 Statistics 200, 201, or 315 [referenced in item 2. a. below] may also satisfy the University mathematics requirement.
2. The requirements for the BUSINESS CORE PROGRAM that consists of: CREDITS
 54 or 55
 - a. All of the following courses (18 or 19 credits):

CSE	102	Algorithmic Thinking and Programming	3
EC	201	Introduction to Microeconomics	3
EC	202	Introduction to Macroeconomics	3
MKT	250	Business Communication: Oral and Written Skills	3
MTH	103	College Algebra	3
STT	200	Statistical Methods	3
	or		
STT	201	Statistical Methods	4
	or		
STT	315	Introduction to Probability and Statistics for Business	3

- b. All of the following courses (30 credits):

ACC	201	Principles of Financial Accounting	3
ACC	202	Principles of Management Accounting	3
FI	311	Financial Management	3
GBL	385	Business Law and Ethical Leadership	3
ITM	209	Business Analytics and Information Systems	3
MGT	315	Managing Human Resources and Organizational Behavior	3
MKT	300	Managerial Marketing	3
MKT	310	International Business	3
MKT	317	Quantitative Business Research Methods	3
SCM	303	Introduction to Supply Chain Management	3
 - c. An approved course or experience with international content (3 credits):
 To foster the development of a global mindset, the Broad College requires an approved 3-credit 300-level or higher course or experience with significant international content. The Broad College's Undergraduate Academic Services (UAS) unit maintains an approved list of courses and experiences for satisfying this requirement. An approved course may not be used to satisfy a University Integrative Studies requirement. Along with MKT 310 and MGT 409, this 3-credit international requirement assures that Broad undergraduates have sufficient exposure to global issues that affect business decisions.
 - d. A senior-level capstone course to integrate competencies (3 credits):
 MGT 409 Business Policy and Strategic Management 3
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. 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. a., b., and d. 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 a Bachelor of Arts degree in the college.

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 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.

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.

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

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. and 2.:

			CREDITS
1.	Two of following courses (6 credits):		
	EC 340	Survey of International Economics	3
	FI 451	International Financial Management	3
	GBL 460	International Business Law and Sustainability	3
	MGT 476	Globalization and International Management	3
	MKT 415	International Marketing Management	3
	A course taken to fulfill this requirement may not be used to fulfill requirement 2.		
2.	Complete an additional 9 credits in courses approved by The Eli Broad College of Business that include international business content. The college's Undergraduate Academic Service unit maintains an approved list of courses for satisfying this requirement. Any other courses must be approved by the student's academic advisor prior to enrollment in the course.		
3.	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.		
4.	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 LEADERSHIP

Students who are enrolled in bachelor's degree programs in The Eli Broad College of Business may apply for admission to the Minor in Sales Leadership. For additional information, refer to the *Minor in Sales Leadership* 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 business analytics, finance, human resource and strategic 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 business analytics, finance, human resource and strategic management, marketing, or supply chain management (12 credits) or other concentration approved by the Director of the full-time M.B.A. program. Students may take two concentrations if their schedule permits.
 - 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 admis-

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

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

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

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

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

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

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

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

Academic Standards

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

A student who does not maintain a cumulative 3.0 grade-point average for two consecutive residency modules will be placed on final probation. Such a student will be given the next two 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 832	Entrepreneurship	1 to 3
PIM 841	Corporate Finance	1 to 3
PIM 842	Managerial Finance	1 to 3
PIM 845	Mergers, Acquisitions and Corporate Restructuring	1 to 3
PIM 850	Analysis and Decision Modeling	1 to 3
PIM 851	Business Analytics and Management Decision-Making	1 to 3
PIM 852	Negotiation	1 to 3
PIM 853	Human Resource Management	1 to 3
PIM 855	Strategic Management I	1 to 3
PIM 856	Strategic Management II	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.

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

BUSINESS
Graduate Study

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.

CREDITS

Students must complete 30 credits from the following courses:

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.

HEALTHCARE MANAGEMENT

The Master of Science in Healthcare Management is designed to meet the needs of the healthcare industry and appeal to professionals in many different healthcare and healthcare-related organizations. Healthcare is a large and growing industry with its own set of regulatory and business challenges. The future of healthcare organizations will require professionals who are grounded in management principles, strategic thinking, and innovation.

The program develops depth and breadth in business principles and skills sets within the context of healthcare systems and management. Courses are designed to prepare students to advance to add value to their organizations and advance in their ca-

reers. The program emphasizes the changing nature of healthcare and the need for strategic management. The applied course work includes healthcare-specific courses in key business areas such as financial management, marketing, supply chain, and human resource management.

The curriculum also includes critical topics for healthcare management addressed within unique areas to healthcare such as: managing quality, risk, and performance management, healthcare systems and policy, healthcare technology and innovation, and managerial epidemiology. The capstone class integrates the various topics into a comprehensive framework that can be applied as a practicum, paper, or other approach.

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

Admission

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

1. Be currently employed in the healthcare industry, including hospitals, pharmaceuticals, physician associations, surgical centers, medical suppliers, assisted care facilities, device manufacturers, insurance, consulting, or in public policy.
2. Have a bachelor's degree from a recognized educational institution.
3. Have a cumulative undergraduate grade-point average of 3.00 in the last two years of their program.
4. Have a high degree of potential for advancement to an organizational leadership role.
5. Have some background knowledge of and exposure to word processing, spreadsheets, and presentations.

International applicants are required to complete the TOEFL or IELTS with minimum scores set by Michigan State University and the program.

Applicants to the program who do not meet the above requirements may provide further documentation of their aptitude by securing a strong score on the Graduate Management Admission Test (GMAT), or Graduate Record Examination (GRE).

Admission to the program is selective and meeting the minimum standards listed 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 Healthcare Management

The Master of Science degree in Healthcare Management degree is available only online and only under Plan B (without thesis). A total of 42 credits are required for the degree. The degree consists of a business core (30 credits), a capstone (4 credits), and a concentration (8 credits) in Healthcare Leadership or Healthcare Compliance. Other courses as approved by the program director may be used to fulfill degree requirements.

	CREDITS
1. All of the following courses (34 credits):	
HCM 801 Critical Thinking and Innovation in Healthcare	2
HCM 802 Cost Analysis in Healthcare	2
HCM 804 Financial Management in Healthcare	2
HCM 805 Quality, Risk, and Performance Management	2
HCM 806 Healthcare Information Systems	2
HCM 807 Law and Ethics in Healthcare	2
HCM 808 Healthcare Systems and Economic Policy	2
HCM 809 Organizational Behavior in Healthcare	2
HCM 810 Human Resource Management in Healthcare	2
HCM 811 Healthcare Strategic Management	2
HCM 812 Supply Chain Management in Healthcare	2
HCM 813 Healthcare Services Marketing	2
HCM 814 Hospitality and the Patient Experience	2
HCM 815 Managerial Epidemiology and Population Health	2
HCM 816 Healthcare Management Capstone	4
HCM 825 Analytics in Healthcare	2
2. One of the following concentrations (8 credits):	

Healthcare Leadership		
HCM 817	Healthcare Leadership	2
HCM 818	Strategic Decision Making	2
HCM 819	Market Analysis and Planning	2
HCM 820	Negotiations	2
Healthcare Compliance		
HCM 821	Healthcare Regulations	2
HCM 822	Healthcare Compliance	2
HCM 823	Enterprise Risk Management	2
HCM 824	Implementing Compliance Systems	2

3. Completion of a final oral examination or evaluation.

Academic Standards

Students must achieve a minimum 2.00 grade in a course in order for that course to count toward the 42 credit degree requirement. Students must maintain a cumulative grade-point average of 3.0 or higher in all graduate courses in order to graduate from the program.

MANAGEMENT STUDIES

The global business world is highly competitive, driven by economics, technology, and innovation, and change is constant. In many fields, the career assumptions of the past will not be valid for occupations of the future. Increasingly, fast-paced decisions must be made by professionals in many roles who can work across company divisions and take into account many different perspectives. It is important to develop professionals from many field who have an integrative view of business and can provide insightful business perspectives.

The Master of Science Degree in Management Studies offers a broad range of business disciplines directed at early-career professionals. Essential business knowledge and skill sets are represented in accounting, finance, marketing, supply chain, and management. The program features courses in teamwork and leadership, persuasive communication, analytics for decision-making, and project management principles. Meeting at the crossroads between undergraduate degree completion and career, it combines classroom and online learning with work experience, providing a unique on-the-job platform directed at early career professionals in collaboration with the employing organization. The program culminates with a management project class that brings together the various business topics into a comprehensive framework that can be applied as a practicum, paper, or other approach based in the company environment.

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

Admission

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

1. Have a bachelor's degree from a recognized educational institution. If a candidate applies within 15 credits of graduation for an undergraduate degree, the bachelor's degree is waived if the applicant has a cumulative grade-point average of 3.00 in the last two years of undergraduate work.
2. Have a cumulative undergraduate grade-point average of 3.00 in the last two years of their program.

International applicants are required to complete the TOEFL or IELTS with minimum scores set by Michigan State University and the program.

Applicants to the program who do not meet the above requirements may provide further documentation of their aptitude by securing a strong score on the Graduate Management Admission Test (GMAT), or Graduate Record Examination (GRE). Michigan State University graduates with a cumulative grade-point average of 3.25 or higher are not required to complete the GMAT or

BUSINESS
Graduate Study

GRE. Waivers of this requirement are only considered for students that have graduated from Michigan State University with a bachelor’s degree.

Admission to the program is selective and meeting the minimum standards listed 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.

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

Requirements for the Master of Science Degree in Management Studies

The Master of Science degree in Management Studies degree is available only under Plan B (without thesis). A total of 30 credits are required for the degree. Other courses as approved by the program director may be used to fulfill degree requirements.

	CREDITS
1. All of the following courses (30 credits):	
ACC 822 Information Systems Project Management	2
FI 801 Managerial Finance	2
MBA 804 Applied Data Analysis for Managers	2
MBA 812 Accounting for Decision-Making and Control	2
MBA 814 Applied Economics	2
MBA 821 Introduction to Supply Chain Management Concepts	2
MBA 823 Information Technology Strategy	2
MGT 805 Special Topics in Management	2
MGT 824 Developing Managerial Skills	2
MGT 840 Leadership and Team Management	2
MGT 850 Competitive and Business Strategy	2
MGT 873 Strategic Decision Making	2
MGT 881 Creating an Ethical Organization	2
MGT 888 Communication Strategies for Business	2
MKT 805 Marketing Management	2
2. Completion of a final oral examination or evaluation.	

Academic Standards

Students must achieve a minimum 2.0 grade in a course in order for that course to count toward the 30 credit degree requirement. Students must maintain a cumulative grade-point average of 3.00 or higher in all graduate courses in order to graduate from the program.

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, information technology management, finance, logistics, marketing, organizational behavior–human resource management, operations and sourcing management, and strategic management.

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

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

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

Department of Accounting and Information Systems
 Accounting
 Information Technology Management
 Department of Finance
 Finance
 Department of Management
 Organizational Behavior—Human Resource
 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

Chris Hogan Brynn, 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).		

LINKED BACHELOR'S-MASTER'S DEGREE IN ACCOUNTING

Bachelor of Arts Degree in Accounting *Master of Science Degree in Accounting*

The department welcomes applications from Michigan State University Accounting undergraduate students at the end of their junior year or first semester of the senior year. Admission to the program requires a minimum undergraduate grade-point average of 3.0 and an approved program of study for the Master of Science degree in Accounting 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 another postsecondary accredited institution of comparable academic quality. 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. Students interested in pursuing the Certified Public Accountant (CPA) license must have 150 credit hours of college/university credit to be eligible for certification. This will be considered and built into the student's study plan.

GRADUATE STUDY

The Department of Accounting and Information Systems offers a Master of Science degree program in Accounting and a Graduate Certificate in Accounting Analytics. Those programs are 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. All states require 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 January 5 for fall semester or summer session, and March 1 for second-round admission consideration, as space permits. Students desiring to start in spring semester must apply by October 1.

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 on the program Web site.
2. Take the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) and have the scores submitted to the Master of Science degree in Accounting program. The GMAT test must be taken not more than five years or the GRE not more than two years prior to the submission of the application for admission to the program. Current Michigan State University students in the undergraduate accounting or finance major with both an overall grade-point average and junior-senior level accounting course grade-point average of 3.0 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 with a minimum grade-point average of 3.0; or a bachelor's degree in another major from a recognized educational institution with a minimum grade-point average

of 3.0 and completion of the following prerequisite courses: intermediate financial accounting, survey of calculus, and probability and statistics.

2. a strong GMAT/GRE score. Students with qualifying credentials may be able to waive the GMAT/GRE and applicants should consult with the program director to see if they are eligible for the waiver.
3. 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	
Four of the following courses:	
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
ACC 827 Accounting Analytics	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 Control Systems	3
ACC 843 Value Chain Accounting and Analytics	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 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 12 to 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, and (2) a minimum cumulative grade-point average of 3.0.

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 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.

GRADUATE CERTIFICATE IN ACCOUNTING ANALYTICS

The Graduate Certificate in Accounting Analytics is designed to meet the needs of accounting professionals by providing a foundation of understanding accounting implications of emerging data analytical technologies, technical skill development, and the management of projects. The certificate is available only online and is not open to students in the Master of Science Degree in Accounting.

Requirements for the Graduate Certificate in Accounting Analytics

CREDITS

Students must complete 9 credits from the following:

1. The following course (3 credits):
ACC 827 Accounting Analytics 3
2. Two of the following courses (6 credits):
ACC 814 Advanced Auditing 3
ACC 822 Information Systems Project Management 3
ACC 843 Value Chain Accounting and Analytics 3

Academic Standards

Students must maintain a minimum cumulative grade–point average of 3.0 in all courses in the certificate program with no grade below a 2.0.

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 investments, or in both. The former involves the financing and investment activities of an organization as well as its governance practices, while the latter explores financial investment decisions, portfolio selection and management, and behavioral finance. In addition students can complete a Minor in Insurance and Risk Management or take a wealth management program.

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

FINANCE

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

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

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

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

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

Requirements for the Bachelor of Arts Degree in Finance

- 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.
- 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 2.0 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.
 - 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
 - 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 advisor 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.:

- | | | | |
|-----|-----|---|---|
| STT | 200 | Statistical Methods | 3 |
| STT | 201 | Statistical Methods | 4 |
| STT | 231 | Statistics for Scientists | 3 |
| 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 |
- | | | | |
|----|-----|-------------------------|---|
| 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:
- 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 | Customer and Market Insights | 3 |
| SCM | 475 | Supply Chain Decision Modeling | 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:

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

- 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.
- Complete at least 15 credits of 800-900 level courses offered by the Department of Finance.
- 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 minors in entrepreneurship and innovation, retail management, or sports business management. The minor in entrepreneurship and innovation provides students with the mindset and skills that enables them to passionately pursue and engage in opportunities without regard to currently controlled resources. 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

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 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.

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

CREDITS

- a. Major Field of Concentration: A minimum grade–point average of 2.00 in courses in the Major Field of Concentration that consists of courses approved in advance by the student's academic advisor and that must include: 15
 - (1) MGT 460 Capstone for Management Majors (W) 3
 - (2) 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 relations, and training and evaluation. Neither area is exclusive and exposure to both is often suggested.

Requirements for the Bachelor of Arts Degree in Human Resource Management

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 103 and 124 credits, including general elective credits, are required for the Bachelor of Arts degree in Human Resource Management.

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

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

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

CREDITS

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

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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 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 become capable of being effective innovators and change agents in an organization and will develop the execution capability to launch a venture of their own.

The Minor in Entrepreneurship and Innovation is administered by the Department of Management 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 MSU Director of Undergraduate Entrepreneurship in The Eli Broad College of Business or visit <https://entrepreneurship.msu.edu>.

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 complete 15 credits in courses from the following list. A 2.0 grade-point average must be maintained in courses completed for the minor. Students must also complete two Entrepreneurship and Innovation Experiences Options (E&I Experiences Options). At least one of the E&I Experiences Options must be completed in a course that is not being counted toward the 15 credits required for the minor.

1.	Complete both of the following courses (6 credits):	
	CAS 114 Creativity and Innovative Entrepreneurship	3
	ESHP 190 The Art of Starting	3
2.	Complete 9 credits from the following courses (9 credits):	
	ACC 230 Survey of Accounting Concepts	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
	CAS 214 Social Media and the Start-Up	3
	CSUS 200 Introduction to Sustainability	3
	CSUS 473 Social Entrepreneurship and Community Sustainability	3
	EAD 361 Educational Reform and Policy Analysis	3
	EGR 100 Introduction to Engineering Design	2
	EGR 440 Engineering Entrepreneurship	3
	ESHP 170 Business Model Development	3
	ESHP 230 The Entrepreneurial Mindset	3
	ESHP 231 Venture Launch	3
	ESHP 380 Entrepreneurship: Planning, Modeling and Adaptive Execution	3
	ESHP 480 Entrepreneurship Capstone Experience	3
	FI 444 Entrepreneurial Finance	3
	GBL 467 Emerging Enterprise Law	3
	HB 358 Hospitality Business Ownership	3
	HRT 404 Horticulture Management (W)	3
	HRT 407 Horticulture Marketing	3
	LB 268 The Business of Medicine	3

MGT 325	Management Skills and Processes	3
MGT 352	Entrepreneurship: New Venture Process	3
MI 301	Bringing Media to Market	3
MI 450	Creating Human-Centered Technology (W)	3
MI 452	Media Entrepreneurship and Business Strategies	3
MI 462	Social Media and Social Computing	3
MI 472	Digital Business and Commerce	3
MI 480	Information and Communication Technologies and Development	3
MI 488	Information and Communication Technology Development Project (W)	3
MKT 355	Entrepreneurship: Strategic Marketing Planning and Launch	3
MKT 410	Product Innovation and Management	3
MKT 420	New Product Design and Development	3
MUS 101	Freshman Seminar: Practical Foundations for Success in Music	1
MUS 496	Your Music Business	1 or 2
PKG 485	Packaging Development	3
PLS 302	Urban Politics	3
REL 185	Introduction to Religion and Nonprofits	3
TE 201	Current Issues in Education	3
THR 208	Innovation through Improvisation	2
UP 201	Introduction to Urban and Regional Planning	4

Students who are interested in packaging their elective courses in a focus area may consult the Director of Undergraduate Entrepreneurship for a list of courses that are approved. See <https://entrepreneurship.msu.edu/academics/courses>. Several tracks are available. See <https://entrepreneurship.msu.edu/academics>.

- Completion of two **Entrepreneurship and Innovation Experiences Options**
 An Entrepreneurship and Innovation Experiences Option (E&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&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&I Experiences Option can be in any course in any discipline. Students propose the E&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&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. Certain restrictions apply for students completing an E&I Experiences Option to satisfy the requirements of the Minor in Entrepreneurship and Innovation.

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 or ACC 230 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	Consultative Selling	3
MKT	319	Customer and Market Insights	3
MKT	355	Entrepreneurship: Strategic Marketing Planning and Launch	3
MKT	383	Sales Management	3
MKT	410	Product Innovation and Management	3
MKT	412	Digital Marketing	3
MKT	439	Strategic Management for Food and Agribusiness Firms (W)	3
SCM	373	Logistics and Transportation Management	3

KIN	456	Ethical Issues in Athletics	2
MGT	411	Organizational Staffing	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

Students must complete a minimum of 18 credits from the following:			CREDITS
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

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-

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- 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, 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 making strategic decisions related to the marketplace, and managing the marketing mix (i.e., 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 leaders who can effectively manage the marketing function at for-profit and nonprofit organizations. The marketing program is designed to help students understand business activities that create customer value, such as identifying customer needs through market research, segmenting markets, targeting and positioning products and services, developing and managing new and existing products, making products/services available to customers, communicating the benefits of the product or service to customers, designing outstanding customer experiences, and sustaining mutually beneficial customer relationships. 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, marketing research, and business development/sales.

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:	18
(1) All of the following courses (12 credits):	
MKT 302 Consumer and Organizational Buyer Behavior	3
MKT 313 Consultative Selling	3
MKT 319 Marketing Research	3
MKT 460 Marketing Strategy (W)	3
(2) Six credits from the following courses:	
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
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 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 Intentional 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

Cheri Speier-Pero, 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 co-op 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 Statistics and Probability 200 [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: 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 (3 credits):
 - SCM 470 Supply Chain Application and Policy (W) . . . 3
 - 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 20 months, five semesters with three 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

- 6. Be prepared for a review of undergraduate transcripts for quantitative content and the grades achieved in those quantitative courses.

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 31 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	3
SCM 879 Supply Chain Management – Strategy and Applications	3
2. Complete 25 credits of electives as approved by the student's guidance committee:	
COM 874 Communication in Supply Chain Management	2
SCM 848 Analysis of Supply Markets and Suppliers	2
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	2
SCM 882 Supply Chain Management Project Management Research Paper	3
SCM 883 Technology and Product Innovation Management	2
SCM 886 Strategic Sourcing	2
SCM 887 Packaging Design/Engineering Optimization in Supply Chain	2
SCM 888 Product Protection and Safety for Supply Chain Managers	2
SCM 890 Independent Study	1 to 3
3. Successful completion of a final evaluation.	

Academic Standards

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

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

THE SCHOOL of HOSPITALITY BUSINESS

Carol Borchgrevink, 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 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 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 489.

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 Investment Management. For additional information, please refer to the *Minor in Hospitality Business Real Estate Investment Management* statement below or visit www.hospitalitybusiness.broad.msu.edu.

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 to the school is competitive. Students must apply for school admission by April 1 for a fall semester admission or by November 1 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.

Minimum criteria for admission to the school are:

1. Completion of 28 credits.
2. Completion of the following core courses:
 - a. Computer Science and Engineering 102
 - b. Statistics 200 or 201
 - c. Writing, Rhetoric and American Cultures 101 or other university Tier I course that fulfills the university writing requirement

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

Requirements for the Bachelor of Arts Degree in Hospitality Business

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Hospitality Business.
 The completion of Mathematics 103 referenced in item 2. a. (1) below partially satisfies the University mathematics requirement.
 The completion of Statistics and Probability 200 or 201 referenced in item 2.a.(2) satisfies the University mathematics requirement.
 The University's Tier II writing requirement for the Hospitality Business major is met by completing Hospitality Business 489. Those courses are referenced in item 2. b. below.
2. The following requirements for the major:

	CREDITS
a. Core Program:	21 or 22
(1) All of the following courses (15 credits):	
ACC 201 Principles of Financial Accounting	3
CSE 102 Algorithmic Thinking and Programming	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
Students who place into Statistics 200 or 201 with a designated score on the Michigan State University mathematics services placement exam and successfully complete Statistics 200 or 201 will not be required to complete Mathematics 103.	
b. Major Field of Concentration: All of the following courses with a minimum grade-point average of 2.00:	39
HB 105 Service Management Principles	2
HB 201 Hospitality Business Professional Development	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 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 489.	
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 420 The Business of Golf	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, 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.

Admission

Enrollment in the minor is limited, and admission to the minor is competitive. 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. Minimum criteria for admission to the minor are:

1. Completion of 56 credits.
2. Completion of the following three core courses:
 - a. ACC 201 Principles of Financial Accounting 3
Or
ACC 230 Survey of Accounting Concepts 3
 - b. EC 201 Introduction to Microeconomics 3
 - c. STT 200 Statistical Methods 3
Or
STT 201 Statistical Methods 3
Or
STT 315 Introduction to Probability and Statistics for Business 3

Requirements for the Minor in Hospitality Business Real Estate Investment Management

CREDITS

Students must complete the requirements specified below (25 credits):

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

EC 202 Introduction to Macroeconomics	3
HB 311 Hospitality Finance	3
HB 375 Hospitality Marketing	3
HB 382 Hospitality Business Real Estate Investment Management	3
HB 437 Hospitality Revenue Management	3
HB 473 Hospitality Business Analytics	3
HB 482 Advanced Hospitality Finance	3

 Finance 311 or 320 may be used to substitute for Hospitality Business 311.
 Marketing 300 or 327 may be used to substitute for Hospitality Business 375.
2. Four credits from the following course (4 credits):

HB 492 Hospitality Business Real Estate Professional Skills Workshop	1 to 4
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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.

The School of Hospitality Business supports doctoral students in programs at MSU that allow for a focus on the hospitality industry. Students admitted into Ph.D. programs that allow for a hospitality emphasis and receive support from The School of Hospitality Business will take core courses in the doctoral discipline, teach and work in The School of Hospitality Business, and form a guidance committee of faculty from both units. The School is only able to support a limited number of doctoral students.

Master of Business Administration

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

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

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

	CREDITS
1. Complete 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

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:

	CREDITS
1. All of the following courses (27 credits):	
CEP 822 Approaches to Educational Research	3
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
SCM 800 Supply Chain Management	3
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.	

THE AXIA INSTITUTE

In 2014, Michigan State University opened a new facility about 80 miles from its East Lansing, Michigan campus which is dedicated to the study of value chain management. The Axia Institute helps businesses solve some of the world's greatest challenges by providing high-impact value chain solutions. The Institute expands on Michigan State University's #1 ranked Supply Chain Management program. It is strategically positioned as the premier value chain innovation center, poised to deliver revolutionary advances in the functional areas of procurement, manufacturing, data analytics, materials management, packaging, logistics and customer service to companies globally. The Axia Institute's programs and events include the Mid-Michigan Value Chain Certificate Program, summits, and industry-specific forums. The Institute provides opportunities for both research and student involvement with global corporations headquartered in the region. For more information, visit www.axia institute.com or call 1-989-423-2046.