

# MCOB Graduate Programs

## Department Information

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### Graduate

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In the event that a situation is not addressed below, the regulations governing that situation will be determined by the Graduate School.

### Master Of Business Administration

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The Mitchell MBA degree is accredited by the Association for the Advancement of Collegiate Schools of Business. It is a professional degree designed to enable individuals to study advanced concepts of business, industry, and government operations. The business environment is constantly changing and the coursework in the MBA program is designed to facilitate decision making within ambiguous and changing conditions. The program requires ten (10) courses each carrying three semester hours of credit.

### The Master Of Accounting Degree Program

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Students may earn a Master of Accounting degree in the Mitchell College of Business. The admissions requirements, academic regulations, and general degree requirements are similar to those required for the MBA Degree.

Students seeking the Master of Accounting degree are required to complete any of the foundation courses as designated by the Director of Graduate Studies. In addition, students must complete six (6) graduate accounting courses, two (2) general business courses, and two (2) elective courses. The entire program is on-line beginning fall semester 2018. Admission to the MAcc program is automatically approved upon application for USA Accounting graduates with an overall GPA of 3.0 and a GPA in the major of 3.0. These applicants may apply for a waiver of the GMAT exam.

### Admission Requirements For MBA And MAcc Programs

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The Mitchell MBA has a Fall only admission policy. The MAcc program will consider admissions at other times of the academic year.

To be admitted to the graduate programs within the Mitchell College of Business, the following are required:

1. A bachelor's degree from an institution accredited by the appropriate United States accrediting agency or equivalent for international institutions;
2. A grade point average of 3.0 is required for regular admission to the MBA program. Grade point averages below 3.0 will be considered on a case by case basis, and are subject to the approval of the MCOB Director of Graduate Programs.
3. Three (3) reference letters attesting to the qualifications of the applicant for graduate business study.
4. Applicants must take a graduate admissions test (GMAT or GRE) and report the score to the University of South Alabama. The MCOB gives preference to GMAT scores but will accept GRE scores under certain circumstances. For details on this policy, check with the Office of Graduate Studies at the Mitchell College of Business.
5. A personal statement from the applicant explaining his/her career ambitions, the reasons for their application to the Mitchell College of Business and an explanation why they achieved the score that they achieved on the graduate admissions test.
6. Applicants may request a waiver of GMAT if they hold a regionally accredited (or equivalent) advanced degree or have a minimum of 3-5 years of demonstrated professional work experience in an applicable area. Applicants who are currently enrolled, and in good standing, in an advanced degree program in a business related field from an AACSB institution may also be considered.
7. International students must meet or exceed the University's standard for language proficiency.

There is a "non-degree seeking" category for registration. Students in this category must obtain permission of the Director of Graduate Studies before registering for any graduate courses in the Mitchell College of Business. A student must re-apply if no course work has been completed within one year after admission into the Master of Accounting or the Master of Business Administration programs.

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## MBA Prerequisite Requirements

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Four courses in the MBA program suggest prospective students without sufficient prior academic training to complete preparation materials: MBA 502 Managing Accounting Information requires Principles of Accounting (ACC 211) or an equivalent course; MBA 503 Managing in the Business Environment requires Microeconomics (ECO 215) or an equivalent course; MBA 505 Managing People requires Principles of Management (MGT 300) or an equivalent course; and MBA 506 Managing Finance and Capital requires Business Finance (FIN 315) or an equivalent course. The principle is that all students entering the classroom are appropriately prepared. We strongly recommend that all applicants, but especially those without business background or training, successfully complete the prerequisite requirements. Applicants may fulfill the prerequisite requirements by completing the undergraduate courses or self-study courses available from the University Bookstore. All applicants should check with the MCOB Office of Graduate Programs for clarification.

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## Requirements For Regular Standing

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Applicants with a grade point average of 3.0 or higher are given Regular Standing on entry into the program. A Provisional Admission student will qualify for Regular Standing upon completion of a minimum of nine semester hours taken for graduate credit (500 level) toward degree requirements provided at least a "B" average is maintained in all such work attempted.

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## Academic Regulations

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The following regulations apply to all graduate students and encompass all work taken as a graduate student including all graduate degree courses (core, elective, concentration, business and accounting).

1. All students must earn an overall GPA of 3.0 or better
2. Students receiving a second grade of C will be dismissed
3. No D Grades will be awarded
4. Students receiving a grade of F will be dismissed
5. Students may not drop (WD) from any course more than one time.
6. Students may not repeat a course more than one time

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## Transfer Credit

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A maximum of 9 semester hours of graduate credit earned at another institution may be considered for credit toward a degree in the master programs. Transfer credit is approved only after completion of a minimum of nine (9) semester hours of graduate credit at the University of South Alabama and the student has qualified for Regular Standing. Only grades of "A" or "B" may be accepted as transfer credit. Transfer credits are not used in the calculation of the grade point average. All decisions with respect to transfer credit are subject to the approval of the MCOB Director of Graduate Programs.

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## Transient Approval

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Students enrolled in the Master of Business Administration Program and the Master of Accounting Program are expected to complete all requirements at the University of South Alabama. Students transferring from other accredited graduate programs may transfer a maximum of nine credit hours (three courses) to be counted toward USA graduate requirements. Once enrolled at USA, students are expected to complete the degree requirements at USA. Transient student requests will be approved only under the following conditions:

1. The student is graduating and the specific course requirement is not offered at USA during that term.
2. The student is moving from the Mobile area and can complete the degree requirements at another accredited institution (a maximum of nine hours if the student has not transferred other graduate credit to USA).  
Transient approval will not be granted for students to enroll in graduate classes at other local (non-AACSB accredited) institutions.

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## Time Limitation

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All requirements for the MBA and MAcc programs must be completed within seven (7) calendar years from admission to the program.

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## Graduate Assistantships

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Graduate Assistantships are awarded on an annual basis and are granted for the academic year. The stipend is for two semesters totaling \$8,000 and a tuition waiver of up to 12 semester credit hours per semester. Out of state fees are also waived. Any additional fees or cost are paid by the student.

Application forms can be obtained from the Office of Graduate Programs in the Mitchell College of Business.

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## Requirements For Degrees

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MBA students must satisfactorily complete ten (10) three semester-hour graduate courses. Students seeking the Master of Accounting degree must complete ten (10) three semester-hour graduate accounting courses.

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## Doctor Of Business Administration (DBA)

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The Doctor of Business Administration (DBA) program in Management and in Marketing is primarily designed for individuals desiring to transition to an academic career or consulting. The program's weekend format is designed to allow students to complete classes in an intensive series of Friday through Sunday classes. The Doctor of Business Administration (DBA) degree is awarded in recognition of the student's demonstrated ability to conduct original, scholarly research at the highest levels without extensive supervision. The degree is not granted upon completion of a stated amount of course work, but rather after demonstration by the student of a comprehensive knowledge and research capability in a specialized field of study. The student must demonstrate this ability in writing and by defending the research component based upon the result of an original investigation.

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## Minimum Requirements For Admission

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Applicants must have successfully completed an MBA, a specialized Master's degree in business, or a professional degree in related areas of study, from nationally accredited programs subject to the approval of the Director of Graduate Studies and the Admissions Committee; Applicants must have a minimum of five years of professional experience in business or other professional fields. Instructors from business schools or colleges who want to upgrade their academic status with a doctoral degree are also eligible to apply. Classes are admitted once per year, starting in May. International students must meet or exceed the University's standard for language proficiency.

Students may apply on-line at <http://www.southalabama.edu/colleges/mcob/dba/index.html>.

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## General Information

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### Required Credits

A minimum of 60 semester hours of approved graduate credit is required.

### Transfer Credit

Graduate courses taken at another accredited university in the same (or closely related) subject as that of the DBA program, may be considered in the DBA plan of study at the discretion of the Director of the DBA Program. Only grades of "A" or "B" may be accepted as transfer credit. The transfer credit is approved by the Dean of the Graduate School only after completion of a minimum of 9 semester hours of graduate work in the doctoral program at USA.

### Time Limit

All requirements for the DBA degree must be completed within 36 months from the date of matriculation. A student who has not satisfactorily completed the research component in a three year period must apply for a defined extension to complete the degree. This request must be made by the student to the MCOB Director of Graduate Studies and approved by the Dean of the Graduate School.

A comprehensive examination is scheduled for the summer of the third year of the doctoral program. Failure to complete the work within the periods specified will necessitate reevaluation of the student's program and may result in a recommendation for dismissal by the MCOB Director of Graduate Studies to the Graduate Dean.

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## Grade Requirements

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1. All students must earn an overall GPA of 3.0 or better in the program in order to graduate.
2. Students receiving a second grade of "C:" for a course taken within the first two years of study will be dismissed.

3. Students may not drop (WD) from any course more than one time.
4. Students may not repeat a course more than one time.

## Requirements For Degree

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DBA students must satisfactorily complete a minimum of sixty (60) semester-hour graduate credit.

## Areas Of Study

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Accounting (MAcc)  
 Business Administration (MBA)  
 Business Administration (PhD)

## Courses

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### Accounting (ACC) (ACC)

#### ACC 211 Financial Accounting 3 cr

The course provides an understanding of ways in which financial accounting information supports business decision-making. The focus is on the financial statements and the transactions and processes that produce them. ACC 211 and ACC 212 must be taken in sequence.

#### ACC 212 Managerial Accounting 3 cr

The course provides an understanding of ways in which managerial accounting information supports business decision-making. The focus is on identifying, measuring, analyzing, interpreting, and communicating financial information to managers for the pursuit of an organization's goals. ACC 211 and ACC 212 must be taken in sequence. Pre-requisite: ACC 211 Minimum Grade of C.

#### ACC 310 Intro to Acc & Bus Software 3 cr

An introductory course in practical application and study of current accounting and business software. The course provides an overview of commonly used business and accounting software with practical applications. Pre-requisite: ACC 212 Minimum Grade of C.

#### ACC 321 Acct for Entrepreneurial Bus 3 cr

A study of the analysis and use of accounting information by entrepreneurial businesses. Among the topic covered are typical financing sources of entrepreneurial businesses and valuation of closely held businesses. In addition, the course includes coverage of how financial statements can be used to: manage a business, monitor an entity's performance, determine credit decisions, manage cash flow, and prepare forecasted financial statements. Pre-requisite: (ACC 212 Minimum Grade of C or BMS 212 Minimum Grade of D).

#### ACC 331 Taxation of Individuals 3 cr

Basic federal income tax law and tax planning considerations relating to individuals.

Pre-requisite: ACC 212 Minimum Grade of C or BMS 212 Minimum Grade of C.

#### ACC 341 Accounting Information Systems 3 cr

The study of accounting as a comprehensive information system which provides for planning and control, special reports, and preparation of external financial statements.

Pre-requisite: (ACC 212 Minimum Grade of C or BMS 212 Minimum Grade of D) and CIS 250 Minimum Grade of D.

#### ACC 371 Intermediate Accounting 1 3 cr

Accounting theory as related to income measurement; preparation of balance sheets and income statements; recognition, measurement, and reporting of assets.

Pre-requisite: ACC 212 Minimum Grade of C and (MA 112 Minimum Grade of D or MA 120 Minimum Grade of D or MA 125 Minimum Grade of D or MA 126 Minimum Grade of D).

#### ACC 372 Intermediate Accounting II 3 cr

Includes measurement, recognition and reporting of liabilities, equities, investments, and deferred taxes; EPS; and the preparation of cash flow statements. Coverage of selected professional pronouncements.

Pre-requisite: ACC 313 Minimum Grade of C or ACC 371 Minimum Grade of C.

#### ACC 380 Cost Accounting for Managers 3 cr

Managers must use cost and revenue data to make decisions about which products or services to produce. This course teaches managers about cost-accounting theory and practice including job-order and process-cost systems, cost-volume-profit relationships, budgets, standard costs, variance analysis, direct costing, and cost allocation.

Pre-requisite: ACC 212 Minimum Grade of C.

- ACC 381 Cost Accounting** 3 cr  
Includes cost-accounting theory and practice involving such topics as job-order and process-cost systems, cost-volume-profit relationships, budgets, standard costs, variance analysis, direct costing, and cost allocation.  
Pre-requisite: (ACC 212 Minimum Grade of C or BMS 212 Minimum Grade of D).
- ACC 410 Forensic Accounting** 3 cr  
An intro to principles for forensic accounting and professional ethics. Civil and criminal procedures and litigation services are covered. The course introduces forensic accounting topics such as fraud, bankruptcy, digital forensics, and financial statement misrepresentation.  
Pre-requisite: ACC 372 Minimum Grade of C.
- ACC 416 Int'l and Advanced Accounting** 3 cr  
Study of accounting in a global context including standards and issues and the roles and responsibilities of accountants. Additional topics include: business combinations, partnership accounting, interim and segmented reporting.  
Pre-requisite: ACC 314 Minimum Grade of C or ACC 372 Minimum Grade of C.
- ACC 432 Tax of Partnerships and Corps** 3 cr  
An examination of the federal tax treatment of partnerships and corporations. Topics include: tax aspects of the formation of the entity, elements of gross income, treatment of property dispositions, allowable deductions and credits, determination of entity and investor basis, and liquidation of the entity.  
Pre-requisite: (ACC 331 Minimum Grade of C or ACC 411 Minimum Grade of D) and (ACC 314 Minimum Grade of C or ACC 372 Minimum Grade of C).
- ACC 451 Auditing - W** 3 cr  
Theory and application of the attest function, ethical issues, and written communication for accountants. Includes standards, objectives, review of internal control structures, tests of controls, substantive testing and reporting. Ethical issues and the preparation of written letters and formal reports are covered.  
Pre-requisite: (ACC 314 Minimum Grade of C or ACC 372 Minimum Grade of C) and MGT 305 Minimum Grade of D.
- ACC 452 Advanced Auditing & Analytics** 3 cr  
Advanced study of the application of auditing standards, internal control evaluations, applications of statistics, audits of information systems, internal and operational auditing, and legal and reporting obligations.  
Pre-requisite: ACC 451 Minimum Grade of C.
- ACC 461 Acc for Gov and Not-For-Profit** 3 cr  
A study of the concepts and procedures underlying fund accounting, budgetary control, and financial reporting requirements for governmental and not-for-profit entities.  
Pre-requisite: ACC 314 Minimum Grade of C or ACC 372 Minimum Grade of C.
- ACC 490 Special Topics** 3 cr  
Designed to provide senior students an opportunity to study selected topics of particular interest. A student may count no more than six hours of Special Topics in the concentration.  
Prerequisite: Approval of Department Chair.
- ACC 494 Directed Studies** 3 cr  
Primarily designed to give superior students an opportunity to study some phase of accounting of particular interest. Conferences, a bibliography, and a formal research report are required. Requires permission of Department Chair, 2.5 GPA or better and junior or senior standing.
- ACC 496 Accounting Internship** 3 cr  
The internship program is designed to give students practical experience in their field of study. Students complete directed projects under the supervision of Department Chair.  
Pre-requisite: ACC 314 Minimum Grade of C or ACC 372 Minimum Grade of C.
- ACC 498 Accounting Internship II** 3 cr  
The Internship experience is designed to give students practical experience in their field of study. Students complete directed learning experiences under the supervision of the Department Chair. Prerequisites: Junior or Senior standing, declared major in accounting, overall GPA of at least 2.5 and internship agreement signed by the Department Chair  
Pre-requisite: ACC 496 Minimum Grade of P.
- ACC 510 Forensic Acc. & Litig. Svcs.** 3 cr  
An intro to forensic accounting from the CPA perspective, focusing on civil and criminal procedures, and litigation services. Includes topics such as fraud, bankruptcy, digital forensics, and financial statement misrepresentations.
- ACC 511 Financial Accounting Theory** 3 cr  
The evolution of general accounting theory leading up to and including the Conceptual Framework will be discussed as well as the specific theory underlying certain accounting topics of current interest.
- ACC 521 Advanced Managerial Accounting** 3 cr  
Advanced managerial and cost accounting topics. Tools for planning and control, development of cost information for decision making, cost allocation, inventory management systems, capital budgeting, performance measurement, transfer pricing and multi-national considerations.
- ACC 531 Tax Planning and Research** 3 cr  
An examination of tax research tools, their utilization, and various tax planning considerations. Students are required to conduct research and tax planning upon assigned topics, and write a report on their findings.

**ACC 532 Tax Partnerships/Corporations 3 cr**

An examination of the federal tax treatment of partnerships and corporations. Topics include: tax aspects of the formation of the entity, elements of gross income, treatment of property dispositions, allowable deductions and credits, determination of entity and investor basis, and liquidation of the entity.

**ACC 534 Tax of Gifts, Trusts & Estates 3 cr**

An examination of the federal tax treatment of gratuitous transfers made during life and at death.

**ACC 535 Multi Tax 3 cr**

This course addresses the increased importance of international and multi-jurisdictional taxation in today's global environment. It introduces students to the principles guiding nexus, geographic allocation of income and the avoidance of double taxation. The course helps students develop an understanding of the U.S. tax rules that may apply to income involving the U.S. and other countries. It also helps students understand multistate tax rules. Students will develop an understanding of the tax implications resulting from business that is conducting electronically. Students will apply multi-jurisdictional tax principles and rules to solve case studies.

**ACC 541 Advanced Accounting Systems 3 cr**

Analysis of accounting information system case studies in order to expose students to real-world system problems and applications. Course work includes hands-on work with a variety of computer-based accounting application packages.

**ACC 552 Advanced Auditing & Analytics 3 cr**

Advanced study of the application of auditing standards, internal control evaluations, applications of statistics, audits of information systems, internal and operational auditing, and legal and reporting obligations.

**ACC 561 Acc of Government and NFPE 3 cr**

A study of the concepts and procedures underlying fund accounting, budgetary control, and financial reporting requirements for governmental and not-for-profit entities.

**ACC 570 Professional Accounting I 3 cr**

A study of issues and responsibilities relevant to the public accounting profession, including financial, regulation, assurance, and business considerations.

**ACC 571 Professional Accounting II 3 cr**

A study of contemporary issues and responsibilities relevant to the accounting profession, including ethical, legal and international considerations.

**ACC 572 Fraud Ex 3 cr**

Overview of the nature of occupational fraud and how it is committed included an introduction to the actions that can be taken to determine the presence of occupational fraud and procedures that can be implemented to deter fraud. Students will also learn how financial statement fraud and reporting occur, including investigation and financial fraud prevention techniques.

**ACC 580 Emerging Issues in Accounting 3 cr**

A study of current and emerging issues and responsibilities relevant to the accounting profession, with special emphasis on technology advancements, new services, regulatory changes, and international developments in accounting and business.

**ACC 590 Special Topics 3 cr**

Designed to provide graduate students an opportunity to study selected topics. Prerequisites: Permission of Department Chair. A student may count no more than three hours of Special Topics in the MBA degree program.

**ACC 594 Independent Study in Account 3 cr**

Readings and research on selected topics. Conference and formal research report required. Permission of department chair.

## Business (BUS) (BUS)

**BUS 101 Prof Experience I 1 cr**

An introduction to career success tools including: personality and career interest inventories, steps to succeed basic resume preparation, business ethics, personal branding, university and community involvement and other career preparation activities. This course is designed for students in their first and second semester within the MCOB. Pre-requisite: EH 101 Minimum Grade of C or EH 102 Minimum Grade of C. EH 101 and EH 102 can be taken concurrently with this course.

**BUS 150 Intro to Business and Mgt 3 cr**

A survey of the field of business, including profit-seeking firms, not-for-profit organizations, and new businesses created by entrepreneurs. Emphasis on the business environment, organization and management, current economic and international issues, and career opportunities. Societal and ethical issues are also examined. Open to University of South Alabama freshmen only. Pre-requisite: EH 101 Minimum Grade of C or EH 102 Minimum Grade of C. EH 101 and EH 102 can be taken concurrently with this course.

**BUS 201 Professional Experience II 1 cr**

Continued introduction to Career success tools including: resume building activities, cover letter and references development, career for a day shadowing, speed branding, dress for success, networking, career fair tools for success, university and community involvement and other career preparation activities. Prerequisite: C or better in BUS 101, Sophomore standing. Pre-requisite: BUS 101 Minimum Grade of C.

**BUS 245 Business Analytics I 3 cr**

An introduction to data analytics in business that includes analysis to make data driven business decisions. This course utilizes statistical applications in business problems solving using descriptive statistics, probability theory, sampling distributions, methods of estimation, and tests of hypotheses. The course introduces students to basic predictive business modeling, and the communication of analytical results.

Pre-requisite: University test - Math 75 or MyMathTest 080 or ACT Math 23 or MA 112 Minimum Grade of D or MA 113 Minimum Grade of D or MA 115 Minimum Grade of D or MA 120 Minimum Grade of D or MA 121 Minimum Grade of D or MA 125 Minimum Grade of D or MA 126 Minimum Grade of D or MA 131 Minimum Grade of D or MA 132 Minimum Grade of D or MA 171 Minimum Grade of D or MA 172 Minimum Grade of D or MA 287 Minimum Grade of D.

**BUS 255 Business Analytics II 3 cr**

A second course in quantitative data analytics in business decision making utilizing methods of analysis including statistical inference, predictive, modeling, forecasting, correlation and regression analysis. It further develops fundamental knowledge and skills for making data driven business decisions including the use of computer applications for problem solving. This course relies heavily on project based learning to provide students with experience of solving data based business problems.

Pre-requisite: (BUS 245 Minimum Grade of C or BMS 245 Minimum Grade of D or BMS 250 Minimum Grade of D or ST 175 Minimum Grade of D or ST 210 Minimum Grade of D) and (University test - Math 75 or (MA 112 Minimum Grade of D or MA 171 Minimum Grade of D) or (MA 113 Minimum Grade of D or MA 172 Minimum Grade of D) or (MA 115 Minimum Grade of D or MA 121 Minimum Grade of D) or (MA 120 Minimum Grade of D or MA 287 Minimum Grade of D) or (MA 125 Minimum Grade of D or MA 132 Minimum Grade of D) or (MA 126 Minimum Grade of D or MA 233 Minimum Grade of D) ).

**BUS 265 Legal Environ of Business I 3 cr**

A study of the global legal environment in which contemporary American business functions, including a review of legal thought and ethical considerations and the foundations and impacts of governmental regulation in areas such as labor and employment, environmental concerns, consumer protection, and antitrust. Contemporary issues, domestic and international concepts and institutions, and social forces that shape the legal environment are emphasized. Requires sophomore standing

**BUS 301 Professional Experience III 1 cr**

Career success tools including: personal professional strategic plan development, mock interviewing, dining etiquette, personal and professional mentoring, job search, application, and acceptance, job search ethics, creating a career plan, university and community involvement and other career preparation activities. Prerequisite: C or better in BUS 201, Junior standing.

Pre-requisite: BUS 201 Minimum Grade of C.

**BUS 302 Professional Preparation 3 cr**

Career success tools including personal professional strategic plan development, interviewing, personal and professional mentoring, job search, application, creating a career plan, university and community involvement, and other career preparation activities. Prerequisite: Junior transfer standing. Business students only.

**BUS 305 Advanced Business Analytics 3 cr**

A course in quantitative data analytics in business decision making utilizing methods of analysis including linear programming, network optimization, binary integer programming, nonlinear optimization, decision analysis, and deep learning. It further develops fundamental knowledge and skills for making data driven business decisions including the use of computer applications for problem solving. This course relies heavily on project based learning to provide students with the experience of solving data based business problems.

Pre-requisite: BUS 255 Minimum Grade of C and CIS 250 Minimum Grade of D.

**BUS 440 Bus in Reg and Emerg Markets-W 3 cr**

A comprehensive analysis of the issues in starting and maintaining business in emerging and developing markets, building on data and research skills acquired in foundational international business courses.

Pre-requisite: MKT 310 Minimum Grade of D and (EH 102 Minimum Grade of C or EH 105 Minimum Grade of C) and (ECO 330 Minimum Grade of D or ECO 363 Minimum Grade of D or FIN 332 Minimum Grade of D or MGT 334 Minimum Grade of D or MGT 336 Minimum Grade of D).

**BUS 490 Special Topics 3 cr**

Designed to provide senior students an opportunity to study selected topics of particular interest. A student may count no more than six hours of Special Topics in the concentration.

Prerequisite: Approval of Department Chair.

**BUS 496 MCOB Honors Sr Project I - H 3 cr**

Applied business project and paper prepared under the direction of a project advisor plus two other persons selected by the advisor in consultation with the student. The student must have developed a proposal for the project and paper in consultation with the advisor and received permission from the committee to proceed. In addition, the student must be entering his or her senior year and be a major in the Mitchell College of Business. The project proposal must be formulated no later than the end of the first semester of the student's senior year and the project must be completed by the student's graduation date. The student must have maintained his or her standing in the university honors program to be eligible to enroll in this course in his or her last full semester in school. The course may be counted in one of two ways: 1) as an additional course not counting towards the business degree, or 2) in special cases, as a major or business elective, to be decided by the committee. Pre-requisite: (HON 399 Minimum Grade of D or HON 301 Minimum Grade of D) and BUS 305 Minimum Grade of D and (FIN 315 Minimum Grade of D or FIN 341 Minimum Grade of D) and (MGT 300 Minimum Grade of D or MGT 322 Minimum Grade of D) and (MGT 305 Minimum Grade of D or MGT 324 Minimum Grade of D) and (MGT 310 Minimum Grade of D or MGT 322 Minimum Grade of D or MGT 422 Minimum Grade of D) and (MGT 325 Minimum Grade of D or MGT 396 Minimum Grade of D) and (MKT 320 Minimum Grade of D or MKT 371 Minimum Grade of D).

**BUS 497 MCOB Honors Sr Project II - H 3 cr**

Applied business project and paper prepared under the direction of a project advisor plus two other persons selected by the advisor in consultation with the student. The student must have developed a proposal for the project and paper in consultation with the advisor and received permission from the committee to proceed. In addition, the student must be entering his or her senior year and be a major in the Mitchell College of Business. The project proposal must be formulated no later than the end of the first semester of the student's senior year and the project must be completed by the student's graduation date. The student must have maintained his or her standing in the university honors program to be eligible to enroll in this course. The student will formally enroll in the course in his or her last full semester in school. The course may be counted in one or two ways: 1) as an additional course not counting towards the business degree, or 2) in special cases, as a major or business elective, to be decided by the committee. Requires completion of the business core with the exception of MGT 485.

Pre-requisite: BUS 496 Minimum Grade of C.

**BUS 498 Mitchell Scholars Sr Project 3 cr**

Applied business project and presentation prepared under the direction of the instructor in consultation with the student. This course will have irregular meetings scheduled by the instructor and will have both a classroom component and a project component. The student must have maintained his/her standing in the Mitchell Scholars program and be a senior to be eligible to enroll in this course. This class will be counted in one of three ways: 1) as a business elective, 2) as an additional course not counting towards the business degree; or 3) in special cases, as a major elective to be decided by the major department's faculty. Requires completion of the business core with the exception of MGT 485 and approval of Associate Dean.

Pre-requisite: Mitchell Scholars 10 and BUS 305 Minimum Grade of D and FIN 315 Minimum Grade of D and MGT 300 Minimum Grade of D and MGT 305 Minimum Grade of D and MGT 310 Minimum Grade of D and MGT 325 Minimum Grade of D and MKT 320 Minimum Grade of D.

**BUS 555 Study Abroad 3 TO 6 cr**

Examines issues in business administration in an international setting at the graduate level. Specific topics selected from the fields of accounting, economics, finance, information systems, management or marketing depending on the instructor's area of expertise. Part or all of the course will be conducted outside the United States. Prerequisite: Permission to enroll in a relevant Mitchell College of Business study abroad program.

**BUS 600 Fund of Research 3 cr**

This course provides students with the tools and perspective necessary to succeed in the DBA program. Readings are drawn from several sources and provide participants with a better understanding of the way to approach their work.

**BUS 602 Applied Stat and Reg 3 cr**

This course provides an examination of statistical concepts used for business research. Topics include: fundamentals of probability, sampling, statistical estimation, test of hypotheses, analysis of variance, chi-square analysis and regression analysis. Emphasis is placed on the use of statistical techniques for business research applications.

**BUS 604 Multivariate Analysis 3 cr**

The course is designed to broaden and enrich a student's knowledge and understanding of statistical methodology as it pertains to the study of multivariate techniques used in behavioral research.

**BUS 606 Research Design and Methods 3 cr**

This course focuses on the general concepts related to conducting academic research and the various research methods commonly used in business research, including quantitative and qualitative analysis.



**BUS 608 Adv Stats & App Res 6 cr**

An examination of advanced statistical concepts used for business research. This course is designed to broaden and enrich students' knowledge and understanding of statistical methodology as it pertains to advanced techniques used in behavioral research. In addition, this course provides applied research opportunities to assist in advancing the student's research requirements necessary for degree completion.

**BUS 610 Struct Equation Modeling 3 cr**

This course provides students with a functional understanding of path analysis theory and procedures of structural equation modeling. Students will learn to specify, estimate, and evaluate models using software packages designed for this purpose.

**BUS 699 Res and Teaching Concepts 1 cr**

Presentations and discussions related to teaching and research concepts.

**Management (MGT) (MGT)****MGT 300 Management Theory and Practice 3 cr**

Theories of organizational structures, practices, and behavior, and the effective management of organizations. Emphasis on developing patterns and strategies of organizational management in a dynamic environment as affected by the interaction of material and human resources using the technique of applied social and management sciences.

**MGT 305 Organizational Comm - W 3 cr**

A study of written and oral communication of organizations. Emphasis is given to communication theory, including organization flows and barriers to organizational communication. The preparation of neutral, negative, and persuasive written messages as well as formal written reports is covered in depth. In addition, oral presentations and employment interviews are discussed.

Pre-requisite: (EH 102 Minimum Grade of C or EH 105 Minimum Grade of C).

**MGT 306 Organizational Comm Non Bus 3 cr**

A study of written and oral communication in organizations. Emphasis is given to communication theory, including organization flows and barriers to organizational communication. The preparation of neutral, negative, and persuasive written messages as well as formal written reports is covered in depth. In addition, oral presentations and employment interviews are discussed. For non-business majors.

Pre-requisite: EH 102 Minimum Grade of C or EH 105 Minimum Grade of C.

**MGT 311 Legal Environ of Bus II 3 cr**

An advanced treatment of the law of agency, commercial transactions, business organizations, property, negotiable instruments, secured transactions, professional liability, debtor-creditor relations, including applicable sections of Uniform Commercial Code.

Pre-requisite: BUS 265 Minimum Grade of D or (MGT 310 Minimum Grade of D or BMS 422 Minimum Grade of D or MGT 332 Minimum Grade of D or MGT 422 Minimum Grade of D).

**MGT 325 Operations Management 3 cr**

Addresses concepts, problems, and managerial approaches applicable to the management of manufacturing and service operations. The course will examine the strategic and tactical considerations that are involved in creating a systematic framework that supports the creation of competitive advantages through effective operations and the production of high quality products. Topics covered include the role of operations in the overall organization, operations strategy development and implementation, product design and process selection, location and capacity planning, facilities layout, quality management, inventory management, production planning, scheduling and control, and project management. An important component of the overall course is the incorporation of computer applications for problem solving and decision making in operations.

Pre-requisite: (MGT 300 Minimum Grade of D or BMS 322 Minimum Grade of D or MGT 322 Minimum Grade of D) and (BUS 255 Minimum Grade of D or BMS 250 Minimum Grade of D or BMS 255 Minimum Grade of D or BMS 300 Minimum Grade of D or ST 275 Minimum Grade of D).

**MGT 334 International Mgt 3 cr**

This course exposes students to the challenges that confront the managers of organizations & individuals in global settings. Special focus is on dealing with and benefitting from the diversity that exists across international cultures, markets, economics, governments, and organizations

Pre-requisite: MGT 300 Minimum Grade of D or MGT 322 Minimum Grade of D.

**MGT 340 Organizational Behavior - W 3 cr**

A study of human and group behavior in the workplace and within society. The focus is on individual characteristics and processes such as personality, perception, and motivation; interpersonal processes such as group behavior, leadership, communication, and decision making; and organizational processes such as culture, structure, power, and change. Requires Junior Standing.

Pre-requisite: (EH 102 Minimum Grade of C or EH 105 Minimum Grade of C) and (MGT 300 Minimum Grade of D or BMS 322 Minimum Grade of D or MGT 322 Minimum Grade of D) and (MGT 305 Minimum Grade of D or MGT 324 Minimum Grade of D).

**MGT 341 Organizational Behavior 3 cr**

This course provides a basic survey of the field of Organizational Behavior. Our objective is to cover important topics such as job attitudes, work motivation, group dynamics, leadership and organizational culture. For non-business majors.

Pre-requisite: (MGT 300 Minimum Grade of D or MGT 305 Minimum Grade of D or MGT 306 Minimum Grade of D).

**MGT 345 Creativity and Innovation 3 cr**

This course provides a broad framework for understanding the nature of entrepreneurship in multiple organizational settings. The course introduces students to the innovation and idea generation process and helps students determine the most desirable educational path for them to achieve their career goals. Sophomore standing.

**MGT 347 Franchising 3 cr**

This course is designed for students who are interested in learning about the opportunities and threats that abound in the modern world of franchising. Students will study existing franchising from both a historical and theoretical context. The logic of this course is that franchising is one of the development models that minimize risk for the "small business" focused student. Some franchising oriented people may want to start a franchise and grow it rapidly. This option is often a first step into business ownership for inexperienced owners. We discuss the applicability, opportunities, challenges, and implementation of the franchising model for expanding existing businesses. The format consists of case study and lecture discussion sequenced with extensive background readings, occasional guest lecturers, and a term case-based project culminating in a transactional plan.

**MGT 351 Human Resource Management 3 cr**

Principles, policies, and practices used to develop a sound human resource management program in the business organization. Among the topics included are job analysis, employment, organization development, employee development and evaluation, wage and salary administration and labor relations.

Pre-requisite: (MGT 300 Minimum Grade of D or MGT 322 Minimum Grade of D).

**MGT 355 Leg & Fin Aspects of Entrepren 3 cr**

This course provides an overview of the legal and financial issues most frequently encountered by entrepreneurs and others involved in start-ups and small closely held, or family businesses. The course covers various aspects of financing and entrepreneurial venture. Major topics attracting seed and growth capital from sources such as venture capital, investment banking, government, and commercial banks; creating, protecting and leveraging intellectual property. Among the issues discussed are valuing a company, going public, selling out, acquisitions, bankruptcy, different legal forms or organizations, partnerships, and taxes.

**MGT 356 Strategic Issues in Family Bus 3 cr**

This course examines a new discipline that has developed in the last ten years and focuses on the unique aspects of family businesses. Organizational behavior, law, finance, operations, and basic small business concepts are being integrated into this course. Students will have an opportunity to consult with and develop transition plans for a family firm in a live field project.

**MGT 357 Leadership 3 cr**

This course includes a review of traditional as well as current thinking in Leadership theory. Students will complete several self-assessment exercises designed to assess one's leadership style and ability as a leader. A series of successful leaders will be studied in-depth. Prerequisite: Junior or senior standing.

**MGT 390 Total Quality Management 3 cr**

Total Quality Management (TQM) is a management philosophy which emphasizes customer focus, continuous improvement, and employee involvement throughout the organization. This course is an introductory course which examines these components and their integration into a comprehensive quality management system.

Pre-requisite: (MGT 300 Minimum Grade of D or MGT 322 Minimum Grade of D) and (MGT 325 Minimum Grade of D or MGT 396 Minimum Grade of D or BMS 384 Minimum Grade of D).

**MGT 430 Operations Research 3 cr**

Reviews selected operations research concepts; nonlinear optimization methods, linear programming; dynamic programming; model building; and simulation methods. The student is expected to understand the concepts of operations research and to be able to use computer procedure to solve problems.

Pre-requisite: MGT 325 Minimum Grade of D or MGT 396 Minimum Grade of D or BMS 384 Minimum Grade of D.

**MGT 441 Service Operations 3 cr**

This course will provide students the opportunity to learn about service operations management, including service strategies and operations considerations and imperatives for service enterprises and how service systems are structured and operated. Students will also learn about various tools and techniques for managing service operations such as how to forecast service demand, determine capacity requirements, schedule activities, coordinate operations, plan and schedule service activities, and evaluate system performance.

Pre-requisite: (MGT 325 Minimum Grade of D or BMS 384 Minimum Grade of D or MGT 396 Minimum Grade of D).

**MGT 450 Organizational Staffing 3 cr**

A detailed study of the function of employee staffing in a modern work organization. Emphasis on job analysis, criterion development, development and use of employment tests, validation of selection techniques, and statistical methods for making fair employment decisions. Course work includes a comprehensive staffing project.

Pre-requisite: MGT 351 Minimum Grade of D and (BUS 245 Minimum Grade of D or ST 175 Minimum Grade of D or BMS 245 Minimum Grade of D or BMS 250 Minimum Grade of D or ST 210 Minimum Grade of D).

**MGT 451 Employee Training -Development 3 cr**

An applied course which details the training and development function. Content areas of job analysis, training needs analysis, training program development and implementation, and program evaluation will be incorporated in a comprehensive training and development project.

Pre-requisite: MGT 340 Minimum Grade of D and MGT 351 Minimum Grade of D.

**MGT 452 Employment Law 3 cr**

Analysis of significant workplace torts and laws regulating the employment relationship including: Title VII, FMLA, AOA, ADEA, FLSA, OSHA and related state laws. Emphasis on federal legislation and developing case law.

Pre-requisite: MGT 351 Minimum Grade of D and (BUS 265 Minimum Grade of D or MGT 310 Minimum Grade of D or MGT 332 Minimum Grade of D or MGT 422 Minimum Grade of D or BMS 422 Minimum Grade of D).

**MGT 454 Compensation Administration 3 cr**

A study of the fundamentals of compensation administration in organizations. Topics include job analysis, KSA determination, job evaluation, wage structure development, incentive pay systems, legal aspects of compensation and new developments in compensation. Comprehensive course project required.

Pre-requisite: MGT 351 Minimum Grade of D.

**MGT 455 Labor - Management Relations 3 cr**

An examination of the organizing, negotiation, and contract administration phases of union-management relations. Case analyses, federal legislation and case law in labor relations, significant current issues, and a collective bargaining simulation are featured.

Pre-requisite: MGT 351 Minimum Grade of D.

**MGT 460 Organiz Development and Change 3 cr**

Provides insight into the theory and practice of organization change and development. It bridges the gap between theory and practice and emphasizes the process of improving both organizations and individuals. Topics covered encompass understanding organizations and how they change, intervention strategies and methods for improving organizations, quality of work-life approaches and strategic considerations in system-wide change.

Pre-requisite: MGT 300 Minimum Grade of D or MGT 322 Minimum Grade of D.

**MGT 462 Negotiatn/Disp Resolutn in Bus 3 cr**

This course provides theoretical background and practical applications in business negotiation, conflict management, and alternative dispute resolution. Areas covered include positional and interest-based bargaining, business and employment arbitration, organizational conflict management strategies, mediation, and effective communications for negotiators and ADR participants.

Pre-requisite: (MGT 300 Minimum Grade of D or BMS 322 Minimum Grade of D or MGT 322 Minimum Grade of D).

**MGT 465 New Venture Creation 3 cr**

How new businesses are organized and planned. Objectives are 1) understanding the knowledge, skills and abilities required of entrepreneurs, 2) creating and developing opportunities for new ventures, and 3) planning resources to convert those opportunities into businesses. Students work in teams to develop a business plan for a new venture they have chosen.

Pre-requisite: MGT 345 Minimum Grade of C or MGT 355 Minimum Grade of C.

**MGT 470 High Performance Organizations 3 cr**

Course examines the role of organization culture, leadership, employee involvement, work teams, and human resource practices in developing and sustaining high performance organizations that practice the principles of total quality management. Senior Standing.

Pre-requisite: (MGT 300 Minimum Grade of D or MGT 322 Minimum Grade of D or BMS 322 Minimum Grade of D).

**MGT 475 Strategic HRM 3 cr**

This is a capstone course in human resource management that reviews essential human resource management topics to prepare students for the SHRM Assurance of Learning Exam. Topics covered include strategic HR, ethics, recruiting and selection, employee and organizational development, performance management, employment law, compensation administration, workplace safety, employee relations, labor relations, and general management topics including motivation, individual differences, organizational culture, and leadership. In addition, the course covers state of the art issues in human resource management, which are new and not well developed in existing texts.

Pre-requisite: MGT 351 Minimum Grade of D and (MGT 340 Minimum Grade of D or MGT 320 Minimum Grade of D).

**MGT 483 Social Entrepreneurship 3 cr**

The course provides a broad theoretical perspective and practical framework for understanding social entrepreneurs and the social ventures they create ranging from local social organizations to large international social ventures leading global change. The course introduces students to the possibilities of social entrepreneurship and an introduction to the entire social venture creation process and life cycle. This course is a service-learning based and all students will participate in term-based community-based projects with local non-profit organizations. Extensive work outside of the normal classroom hours is required for this course.

**MGT 485 Bus Policy in Global Eco - W 3 cr**

The culmination course in business and management education. Interdisciplinary and global in nature, the course uses the case method to develop a top management perspective in which all business disciplines are integrated into the organization's effective total functioning. Prerequisites: Seniors who have completed all core courses, have petitioned for graduation and are beginning the final semester.

Co-requisite: MGT 486

Pre-requisite: (BUS 305 Minimum Grade of D or MGT 350 Minimum Grade of D or BMS 412 Minimum Grade of D or ECO 453 Minimum Grade of D) and (FIN 315 Minimum Grade of D or BMS 341 Minimum Grade of D or FIN 341 Minimum Grade of D) and (MGT 305 Minimum Grade of D or MGT 324 Minimum Grade of D) and (MGT 310 Minimum Grade of D or BUS 265 Minimum Grade of D or MGT 332 Minimum Grade of D or MGT 422 Minimum Grade of D or BMS 422 Minimum Grade of D) and (MGT 325 Minimum Grade of D or MGT 396 Minimum Grade of D or BMS 384 Minimum Grade of D) and (MKT 320 Minimum Grade of D or BMS 371 Minimum Grade of D or MKT 371 Minimum Grade of D).

**MGT 486 Undergraduate Comp Exam 0 cr**

Comprehensive exam

Co-requisite: MGT 485

**MGT 490 Special Topics 3 cr**

Designed to provide senior students an opportunity to study selected topics of particular interest. A student may count no more than six hours of Special Topics in the concentration. Prerequisite: Approval of Department Chair.

**MGT 492 Management Analysis & Consult 3 cr**

Designed to help students bridge the gap between management theory and the realities involved in the practice of management. Topics include (1) development of the human, social, and political skills of the student as an individual, (2) business ethics, (3) global management issues, and (4) current trends in society that affect business and management. Assignments include a project with a local organization to identify critical management issues, analyze alternatives, and present specific recommended solutions to company managers. Senior standing.

Pre-requisite: (MGT 300 Minimum Grade of D or BMS 322 Minimum Grade of D or MGT 322 Minimum Grade of D) and (MGT 320 Minimum Grade of D or MGT 340 Minimum Grade of D) and MGT 351 Minimum Grade of D.

**MGT 494 Dir St in Management 3 cr**

Primarily designed to give superior students an opportunity to study some phase of management of particular interest. Conferences, a bibliography, and a formal research report are required. Junior or senior standing, a cumulative GPA of 2.5 or better, and approval of the department chair following the evaluation of a written proposal.

**MGT 496 Management Internship 3 cr**

The internship program is designed to give students practical experience in their field of study. Students complete directed projects under the supervision of Department Chair. No more than three hours of internship credit may be counted toward a degree in the Mitchell College of Business. Prerequisites: Junior or Senior standing, declared major in management, overall GPA of at least 2.5, and Internship Agreement signed by department Chair.

**MGT 498 Management Internship II 3 cr**

The internship program is designed to give students practical experience in their field of study. Students complete directed learning experiences under the supervision of a Department Chair. Requirements: Junior or senior standing, declared major in marketing, overall GPA of at least 2.5, and internship agreement signed by the Department Chair.

Pre-requisite: MGT 496 Minimum Grade of P.

**MGT 521 Data Analy for Bus Decisions 3 cr**

An examination of basic statistical concepts used in business analysis. Topics include fundamental probability, sampling, statistical estimation, test of hypothesis, analysis of variance, and regression analysis. Emphasis is placed on the use of statistical techniques for business decision making.

**MGT 522 Supply Chain & Operations Mgmt 3 cr**

An integrative approach to the processes, operations, and information required to produce and transform resources into value-added outputs that maximize customer satisfaction. Particular emphasis is placed on strategic supply chain management, operations strategy, value chain analysis, demand management, process mapping, quality assurance, customer fulfillment strategies, order fulfillment processes, relationship and information management in supply networks, measuring operational performance, and analytical tools for managing operations and supply systems.

**MGT 532 Legal & Ethical Environ of Bus 3 cr**

Legal and Ethical Environment of Business is designed to develop an in-depth analytical understanding of selected legal/ethical issues and trends and their impact on management and other business functions. Students will analyze the legal and ethical implications of issues including products liability, professional regulations, corporate responsibility, workplace discrimination and harassment, privacy, workplace safety, restraints on trade, land use regulation, international law, and alternative dispute resolution.

**MGT 590 Sp Top - 3 cr**

Designed to provide graduate students an opportunity to study selected topics. Approval of Department Chair. A student may count no more than three hours if Special Topics in the MBA degree program.

Pre-requisite: MBA Prerequisites P

**MGT 594 Independent Study - Management 3 cr**

Readings and research on selected topics. Conferences and formal research report required. Prerequisites: Approval of Department Chair.

**MGT 599 MBA Comprehensive Exam 0 cr**

A corequisite course with MGT 580 with no credit hours which includes a graduate comprehensive business exam.

**MGT 601 Sem in Org Behavior 3 cr**

This seminar provides an introduction to established theories and emerging trends in the field of organizational behavior. The course explores the thoughts, emotions, and behaviors of individuals within the context of work, teams, organizations, and society. The emphasis is on organizational theory and development.

**MGT 603 Seminar in Org Theory & Change 3 cr**

This is a foundational overview seminar. The purposes of the seminar are to 1) provide an in-depth understanding of the dominant theoretical approaches used in organizational theory, 2) give a historical overview of the theories of organization change, and 3) develop student skills in evaluating, extending, and communicating ideas about organizational theory and/or change as it relates to the student's research.

**MGT 605 Leadership 3 cr**

This course includes a review of traditional as well as current thinking in leadership theory with a special emphasis on emotional and social intelligence and organizational citizenship behavior.

**MGT 607 Strategic Management 3 cr**

The course is designed to develop a thorough understanding of the primary frameworks of competitive strategy and corporate strategy. Topics covered in the course include: industry and competitive analysis, resource-based view of the firm, value chain analysis, competitive strategies, business models, scope of the firm, strategic alliances, and offensive and defensive strategies.

**MGT 609 Sem. Sp. Topics 3 cr**

This course will cover two broad areas. The first is a reprise and extension of Structural Equation Modeling (SEM). The second is an introduction to Game Theory (GT) and applications thereof.

**MGT 799 Dissertation Research 1 TO 6 cr**

Independent Scholarship working with committee.

## Master Of Bus Admin (MBA) (MBA)

**MBA 501 Analysis using Info Sys 3 cr**

Advanced management requires the ability to analyze datasets, interpret data with datasets and calculate statistics from data. This course covers all the process of building, interpreting, calculating data and finally making decisions on the outcomes of that process. A significant part of the grade in this course comes from decision making exercises.

**MBA 502 Managing Accounting Info 3 cr**

This course focuses on making decisions using Accounting information which includes how to generate relevant and appropriate data and how to use accounting analysis to enhance success in making decisions.

Pre-requisite: ACC 211 Minimum Grade of C.

**MBA 503 Managing in the Bus. Env't 3 cr**

The course evaluates managerial decisions in a business environment impacted by ethical considerations, sustainability, social responsibility and stakeholder interests. The course also focuses on developing student skills in communication.

Pre-requisite: ECO 215 Minimum Grade of C.

**MBA 504 Customers & Supply Chains 3 cr**

This MBA course focuses on the role of customers and vendors on organizations. The course uses projects and decision scenarios to address the issues that result from managing supply chains and customer relationships.

**MBA 505 Managing People 3 cr**

This MBA course emphasizes the role of people within an organization and the issues and the decisions related to managing human assets. The course develops a number of techniques and scenarios that emphasize the importance of effective human resource management.

Pre-requisite: MGT 300 Minimum Grade of C.

**MBA 506 Managing Finance and Capital 3 cr**

Business managers must have a strong grasp of the role of finance and capital in the organization. The course focuses on establishing a strong knowledge base and the key decisions needed to be a successful manager.

Pre-requisite: FIN 315 Minimum Grade of C.

**MBA 507 Managing Strategic Decisions 3 cr**

The MBA Capstone course emphasizes decision making in a strategic context and builds upon all the courses taken prior to and concurrently with the course. The course includes decisions at the strategy development and strategy execution level. The evaluation exercises include an assessment of ethical, socially, responsible, and sustainability issues.

Co-requisite: MGT 599

**MBA 590 Special Topics 3 cr**

The MBA Program includes courses that are designed to allow students the opportunity to learn management skills and applications through non-traditional formats. This course is designed to achieve that objective. Subject to the approval of the Director of Graduate studies.

## Faculty

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BALDWIN, AMELIA A.  
Professor  
BSBA, Auburn University  
MAC, Auburn University  
PHD, Virginia Polytechnic Inst and

COLE, SONYA L.  
Assistant Professor  
BA, Alabama State University  
MS, Troy University-Montgomery  
MS, Troy University-Montgomery  
EDD, Alabama State University

DEROY, TIFFANY L.  
Instructor  
BSBA, University of South Alabama  
MAC, University of South Alabama

FINNEY, TREENA L.  
Professor  
BA, Clemson University  
MS, Clemson University  
PHD, Depaul University

GILLIS, WILLIAM E.  
Professor  
BS, US Air Force Academy  
MBA, University of West Florida  
PHD, Florida State University

GRANT, CHARLES T.  
Professor  
BS, University of Alabama  
MPAC, University of Texas- Austin  
PHD, Florida State University

HARDIN, JAMES R.  
Professor  
BSBA, Appalachian State University  
MA, Appalachian State University  
PHD, University of Mississippi

HSU, KO-CHENG  
Associate Professor  
BS, Illinois State University  
MS, Illinois State University  
MS, Iowa State University  
PHD, University of Memphis

HUNT, JAMES A.  
Instructor  
BA, University of South Alabama  
MA, University of South Alabama  
MBA, University of South Alabama

JOHNSON, TRISTAN B.  
Assistant Professor  
BSBA, Drexel University  
PHD, Florida State University

MADDEN, ELLEN K.  
Senior Instructor  
BA, Birmingham-Southern College  
MBA, Spring Hill College

MAES, JEANNE D.  
Professor  
BS, State University of New York  
MBA, University of South Alabama  
PHD, University of Southern Miss

MOSLEY JR., DONALD C.  
Professor  
BA, Millsaps College  
MBA, University of South Alabama  
PHD, Mississippi State University

NELSON JR., THOMAS E.  
Assistant Professor  
BS, Ball State University  
MBA, Ball State University  
PHD, University of Louisville

RICH, JAMES C.  
Assistant Professor  
BBA, Campbell University  
MBA, Troy University-Main  
DBA, Kennesaw State University

SABOL, MISTY A.  
Part-Time Instructor  
BS, University of New Orleans  
MA, University of Alabama

SMITH, DAVID J.  
Instructor  
BBA, University of Notre Dame  
MBA, Stetson University

SMITH, MICKEY B.  
Assistant Professor  
BA, University of South Alabama  
MA, University of West Florida  
PHD, Oklahoma State University

STUPAVSKY, JANA  
Instructor  
BSBA, University of South Alabama  
MBA, University of South Alabama

TASHBIN, GHOLAMREZA  
Instructor  
BS, Spring Hill College  
MBA, Spring Hill College

TURNIPSEED, DAVID L.  
Professor  
BS, University of Alabama  
MBA, University of Alabama  
PHD, University of Alabama

VANN, CAROL E.  
Assistant Professor  
BSBA, University of Southern Miss  
MPAC, University of Southern Miss  
PHD, University of Memphis

WASSENAAR, CHRISTINA L.  
Assistant Professor  
BS, California State Polytech-Pom  
MBA, Claremont Graduate University  
PHD, Claremont Graduate University

WELDY, TERESA G.  
Associate Professor  
BS, University of South Alabama  
MBA, University of South Alabama  
PHD, University of South Alabama

WOODFORD, KELLY C.  
Professor  
BS, Spring Hill College  
JD, Georgetown University