MASTER OF BUSINESS ADMINISTRATION (MBA)

Program Description
The Master of Business Administration (MBA) program is designed for students with diverse undergraduate backgrounds. It is a program suitable for both non-business and business graduates. The program is offered in two delivery formats - on-campus MBA and online MBA.

The goal of the MBA program is to prepare individuals for the responsibilities of management in a wide variety of business and non-business endeavors. Optional concentrations are available, by taking additional hours, in Accounting, Finance, Health Care Administration, Management, and International Business.

Student Learning Goals and Objectives
- G1. To Be Effective Communicators
  - G1.01 – Effectively communicate in writing
  - G1.02 – Deliver a business presentation in an organized, effective manner
- G2 To Be Competent in Business Practices
  - G2.01 – Demonstrate relevant knowledge across business disciplines
  - G2.02 – Use technology to analyze data and disseminate information
- G3 To Be Good Decision Makers
  - G3.01 – Identify pertinent information
  - G3.02 – Apply critical thinking
- G4. To Be Good Citizens
  - G4.01 – Apply Ethical Reasoning

For Additional Information
Website: http://www.cob.tamucc.edu

Program Requirements
The number of hours required for the MBA degree requirements range from 30 to 42 and vary by concentration area, delivery format, and necessity for foundational courses for students with non-business degrees. The program may require up to 42 hours of graduate work for non-business majors and may be completed in as few as 30 hours for students with an undergraduate degree in business. The on-campus and online MBA formats both require 30 hours for students with an undergraduate degree in business. The selection of a concentration would increase the number of hours in the program of study to 36 for a student with an undergraduate degree in business. The weekend-based Executive MBA program requires a total of 36 hours of coursework.

On-Campus and Online MBA
Students with Nonbusiness Degrees
Students who have had no undergraduate work in business may be required to complete 12 credits of core courses designed to provide preparation comparable to the professional core in the undergraduate curriculum of the College of Business. Some or all of these core courses may be waived for students who have received a “B” or better in comparable undergraduate courses.

Core Courses
The following courses form the core knowledge in business required for students with nonbusiness undergraduate degrees. Core courses cannot be taken for advanced course credit. Students must be admitted to the MBA program before enrolling in graduate-level core courses.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>ACCT 5312</td>
<td>Foundations of Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ORMS 5310</td>
<td>Statistical and Decision Analysis</td>
<td>3</td>
</tr>
<tr>
<td>ECON 5311</td>
<td>Foundations in Economics</td>
<td>3</td>
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The Health Care Administration Concentration

Code Title Hours
MISY 5325 Software Based Business Solutions 3
OSY 5315 Operations Management 3
ECON 5315 Managerial Economics 3
ACCT 5315 Accounting Topics 3
FINA 5320 Managerial Finance 3
MGMT 5320 Organizational Behavior and Theory 3
MKTG 5320 Marketing Management 3
MGMT 5355 Administrative Strategy and Policy 3
Approved Electives 6
Total Hours 30

Note:

Online offering

Concentration Courses

A concentration is not required in the MBA, but is available to students desiring degree specialization. Students who elect to concentrate in Accounting, Finance, Health Care Administration, Management, or International Business are required to complete 36 hours of advanced courses: 24 hours of required credits and 12 hours in the area of concentration.
Oil, Gas and Energy Accounting

Course topics include upstream oil and gas operations, successful exploration and construction, joint interest accounting, international operations, oil and gas taxation and analysis of oil and gas financial statements.

Prerequisite: ACCT 3311.

ACCT 5332 Controllership
3 Semester Credit Hours (3 Lecture Hours)

Development and integration of budgets, variable budgets, cash budgets, capital budgets, and cost-volume-profit analysis for operational planning and financial controls. Case Study orientation.

Prerequisite: ACCT 5312.

ACCT 5337 Taxes and Business Strategy
3 Semester Credit Hours (3 Lecture Hours)

A framework to analyze how tax rules affect decision-making. Cases and problems, taken from historical and current developments in tax planning, develop understanding of how changes in tax rules influence the behavior of various constituents in the broad business and regulatory environment.

Prerequisite: ACCT 5312.

ACCT 5340 Forensic Accounting
3 Semester Credit Hours (3 Lecture Hours)

The course will cover the concepts and skills of forensic accounting investigations. The course focuses on the methods and technological tools used to detect occupational fraud. These include the steps in conducting an investigation, use of technological tools, witness and suspect interviewing techniques, investigation report writing, and expert testimony.

Prerequisite: ACCT 3340 or 4311.

ACCT 5341 Advanced Auditing and Assurance Services
3 Semester Credit Hours (3 Lecture Hours)

This course is designed as a discussion-based seminar and case analysis to provide graduate students with an understanding of auditing theory, practice, and research methods. This course continues from Auditing Principles and Procedures (ACCT 4311) by implementing the auditing principles, standards, procedures, and practices learned in that course and applying them in case analysis. Topics include research of professional accounting and auditing standards, technical memo writing, professional ethics, professional judgment, sampling, forensic examinations, integrated audits, quality control reviews, assurance services, and other contemporary issues in auditing.

ACCT 5351 Strategic Cost Management
3 Semester Credit Hours (3 Lecture Hours)

A conceptual approach to the use of cost accounting information to support decision-makers as they develop, communicate, implement, evaluate and modify organizational strategy. The linkage between cost management and strategy is facilitated by examining such tools as: cost driver, value chain, and organizational design analyses.

ACCT 5355 Information Systems in Accounting
3 Semester Credit Hours (3 Lecture Hours)

A study of current topics in accounting information systems. Topics include the role of accounting information systems and their applications in a variety of computer environments including the Internet, service organizations, and centralized and decentralized environments.

ACCT 5370 Seminar
1-3 Semester Credit Hours (1-3 Lecture Hours)

in an identified topic in accounting. May be repeated for significantly different topics with written permission from the Director of Master’s Programs.
ACCT 5371  Professional Accounting Research  
3 Semester Credit Hours (3 Lecture Hours)  
Course presents practice of general accounting research. Content includes study of professional research using authoritative standards and databases. The course develops procedures for identifying the applicable accounting issues, locating appropriate authority, and communicating the results of professional research. Through comprehensive case studies, students will obtain hands-on experience in researching and evaluating technical accounting, tax, and audit issues.

ACCT 5381  Accounting Theory  
3 Semester Credit Hours (3 Lecture Hours)  

ACCT 5391  Integrative Seminar in Accounting  
3 Semester Credit Hours (3 Lecture Hours)  
The use of case studies to explore the integration of financial accounting, auditing, taxation, managerial accounting and accounting information systems to assess their relationship individually and collectively to business decision-making. Must be taken at the end of the program after completion of all advanced, non-elective courses. In unusual circumstances, it may be taken concurrently with the final non-elective courses with the written permission of the Director of Master’s Programs.

ACCT 5396  Directed Individual Research or Readings  
1-3 Semester Credit Hours  
Contact the Director of Master’s Programs.

Economics Courses

ECON 5311  Foundations in Economics  
3 Semester Credit Hours (3 Lecture Hours)  
An intensive study for graduate students with limited or no academic experience in economics. Provides an introduction to economic principles, analysis and procedures used in graduate-level study.

ECON 5315  Managerial Economics  
3 Semester Credit Hours (3 Lecture Hours)  
A graduate-level course in managerial micro economics focusing on the use of economic tools and concepts to assist managers in decision-making. Topics may include market demand and elasticity, demand estimation, production and cost functions, marginal analysis under various forms of market structure and game theory.  
Prerequisite: ECON 5311.

ECON 5320  Health Economics and Policy  
3 Semester Credit Hours (3 Lecture Hours)  
An analysis and evaluation of classical and modern economic theory, principles and procedures applicable to the health care delivery system and their implications for public policy.  
Prerequisite: ECON 311.

ECON 5335  International Economics  
3 Semester Credit Hours (3 Lecture Hours)  
An analysis of why international trade takes place and how private agents react to changes in government policies. Determination of exchange rates, exports, imports, capital flows, employment, prices, interest rates, and economic growth are the focus of simple analytical techniques. Monetary and fiscal policies are also examined in an international macroeconomics context.  
Prerequisite: ECON 5311.

ECON 5370  Seminar  
1-3 Semester Credit Hours  
in an identified topic in economics. May be repeated for significantly different topics with written permission from the Director of Master’s Programs.

ECON 5396  Directed Individual Research Or Readings  
1-3 Semester Credit Hours  
Contact Director of Master’s Programs.

Finance Courses

FINA 5311  Financial Management Concepts  
3 Semester Credit Hours (3 Lecture Hours)  
An intensive study for students with limited or no academic experience in finance. Helps to provide an understanding of the concepts of present value, funds flow analysis, cost of capital, capital budgeting, and valuation theories used in corporate finance.  
Prerequisite: ACCT 5312, ECON 5311 and ORMS 5310.

FINA 5320  Managerial Finance  
3 Semester Credit Hours (3 Lecture Hours)  
An expanded study of the theoretical framework of financial analytical principles, including contemporary topics. Combines theory and case analysis to integrate principles with practice, emphasis on the relevant theory, the application of theory to managerial problems, and the presentation of results in written and oral form. Applies concepts of corporate finance, accounting principles and quantitative analysis.  
Prerequisite: FINA 5311 and ACCT 5315.

FINA 5325  Real Estate Finance and Investments  
3 Semester Credit Hours (3 Lecture Hours)  
This course will examine the risks and rewards associated with investing in and financing residential as well as commercial real estate. These concepts include appraising/valuing income properties, valuing debt securities, and managing portfolios of properties and securities.  
Prerequisite: FINA 5311.

FINA 5330  Analysis of Derivative Securities  
3 Semester Credit Hours (3 Lecture Hours)  
Analysis of financial derivative contracts; including options, futures and forward contracts; in particular commodity trading and hedging strategies. Swaps will be included in the presentation if time permits. Class is oriented to helping applicants pass the derivatives material on a broker’s license exam.  
Prerequisite: FINA 5311.

FINA 5333  Personal Financial Planning  
3 Semester Credit Hours (3 Lecture Hours)  
This is a case-enhanced course in financial planning. It will cover topics in the financial planning process, cash, debt and savings management, taxes, housing decisions, insurance and risk management, investment alternatives, and retirement and estate planning. These topics will be developed using a case with a fictional family client to simulate providing financial counseling to others.  
Prerequisite: FINA 5311.

FINA 5335  Multinational Finance  
3 Semester Credit Hours (3 Lecture Hours)  
A study of corporate financial planning and decision making in a multinational environment. Topics covered include measurement and management of exchange rate risk, financing international trade, short- and long-term asset and liability management, direct foreign investment, cost of capital and capital structure, and country risk analysis.  
Prerequisite: FINA 5311.
FINA 5340 Investment and Portfolio Theory
3 Semester Credit Hours (3 Lecture Hours)
A study of the financial markets, security, evaluation, efficiency of markets evaluations, investment goals and portfolio selection. Professional investment management techniques are examined in the context of modern portfolio theory. A unified systems approach is adopted for investment selection and control.
Prerequisite: FINA 5320.

FINA 5345 Financial Markets and Institutions
3 Semester Credit Hours (3 Lecture Hours)
The role of the financial markets and institutions in the global economy is examined including regulation, money market operations, global impact of central banking monetary policy, and determinants of interest rates and financial asset pricing.

FINA 5370 Seminar
1-3 Semester Credit Hours
in specific topics within Finance. May be repeated for significantly different topics with written permission from the Director of Master’s Programs.

FINA 5396 Directed Individual Research Or Readings
1-3 Semester Credit Hours
Contact Director of Master’s Programs.

Management Courses

MGMT 5320 Organizational Behavior and Theory
3 Semester Credit Hours (3 Lecture Hours)
The study of individual, group, and intergroup behavior within organizations. Issues discussed include personality differences, power, politics, interpersonal relations, conflict management, work environment, satisfaction, performance, and team building.
Prerequisite: MGMT 5310.

MGMT 5330 Leadership
3 Semester Credit Hours (3 Lecture Hours)
This course provides an in-depth review of traditional as well as current theories in Leadership. Students will complete self-assessment exercises designed to assess their leadership style and ability as a leader. This course will drill future leaders in a variety of lessons in leadership from which they can develop and grow, as well as lessons of bad leadership illustrating what to avoid.

MGMT 5335 Multinational Management
3 Semester Credit Hours (3 Lecture Hours)
A study of the values, relationships, social structures and cultural differences that affect the application of management processes in different international environments. Attempts are made to distinguish problems that stem from organizational goals and those due to cultural factors.
Prerequisite: MGMT 5310.

MGMT 5345 Business, Government, and Society
3 Semester Credit Hours (3 Lecture Hours)
An analysis of business, government, and society interaction and how these relationships affect outcomes and stakeholders in varying contexts. Contemporary business issues are examined in terms of how major social changes impact organizations. Corporate social responsibility and ethical conduct in business are given particular attention.

MGMT 5350 Entrepreneurship
3 Semester Credit Hours (3 Lecture Hours)
An analysis of the organization and operation systems appropriate to owner-operated business firms. Business functions are examined with particular attention given to establishing and operating the firm.

MGMT 5355 Administrative Strategy and Policy
3 Semester Credit Hours (3 Lecture Hours)
An analysis of strategic decision making, policy, and strategy. Focus is on the integrative and multi-functional nature of organizational strategy decision. Intensive analysis of the influence of administrative decisions on organizational outcomes.

MGMT 5360 Human Resource Management
3 Semester Credit Hours (3 Lecture Hours)
An analysis and critique of concepts, theories and practices in human resource management, including employment planning, selection and placement, training and development, compensation systems, and performance appraisals.

MGMT 5370 Seminar
1-3 Semester Credit Hours
in an identified topic in management. May be repeated for significantly different topics with written permission from the Director of Master’s Programs.

MGMT 5396 Directed individual Research Or Readings
1-3 Semester Credit Hours
Contact Director of Master’s Programs.

Management Information Systems Courses

MISY 5325 Software Based Business Solutions
3 Semester Credit Hours (3 Lecture Hours)
Study of computer-based technologies for facilitating the analysis and evaluation of business problems. Provides the student with a case-driven analysis of evaluating and selecting the appropriate software tool to match the required management application. Software coverage may include a variety of available packages, such as word processing, spreadsheets, databases, ftp, e-mail, and electronic presentation.
Prerequisite: MISY 2305.

MISY 5330 Website Development for E-Commerce
3 Semester Credit Hours (3 Lecture Hours)
This course provides an understanding of the principles and techniques for client-side development using HTML, XHTML and CSS. Text editors and the software tools such as Dreamweaver will be used. This course includes designing for web standard, accessibility, usability, and workflow for web design.

MISY 5335 Business Data Base Management
3 Semester Credit Hours (3 Lecture Hours)
Concepts and methodology of data base planning, design, development, and management of the computerized data base for business-oriented applications. The logical models of hierarchical and network data bases are presented, but the emphasis is on the relational data base model. Exercises and assignments will be completed utilizing a relational DBMS package.
Prerequisite: MISY 2305.
MISY 5340 Electronic Commerce
3 Semester Credit Hours (3 Lecture Hours)
A study of the concepts of doing business via the Internet. General topics include electronic commerce history, opportunities, limitations, and risks. Technical discussions include the Internet, intranets, extranets, electronic payment systems, firewalls, security, protocols, servers, browsers, and ethics.
Prerequisite: MISY 2305.

MISY 5345 Business Data Communication Systems
3 Semester Credit Hours (3 Lecture Hours)
Characteristics of contemporary business data communication components, their configurations, and their impact on business-oriented applications. Includes the design, implementation and operation of peer-to-peer, and client-server network systems for organizational Intranets and Internet presence. Exercises and assignments will be completed using selected data communications facilities.

MISY 5350 Managing the Information Systems Function
3 Semester Credit Hours (3 Lecture Hours)
This course provides an understanding of the role of information systems in businesses today. The focus of the course will be on management issues related to information systems. Major topics that will be covered include e-commerce, data management, networks, and management information systems.

MISY 5355 Business Intelligence and Analytics
3 Semester Credit Hours (3 Lecture Hours)
Overview of important concepts of business intelligence, and the use of analytics, technologies, applications and processes used by organizations to gain data-driven insights. These insights and predictions can be used to aid decision-making and performance management across functional areas, including marketing, operations, and finance. Students will learn to extract and manipulate data, and create reports, scorecards and dashboards, including mobile apps.

MISY 5356 Systems Analysis and Design
3 Semester Credit Hours (3 Lecture Hours)
This course develops the student’s ability to analyze and manage an existing information system within an organization, to identify information requirements, and to specify the functions of a new information system. Include cost/benefit analysis of proposed information systems. Exercises and assignments will develop the student’s systems analysis and design skills.

MISY 5360 Business Application Development
3 Semester Credit Hours (3 Lecture Hours)
This course introduces students to the fundamental techniques used in the development and programming of software applications. This course is designed for students who have little or no previous computer programming experience. This course will use a scripting and/or visual development programming language. Topics covered include (but are not limited to) problem solving, algorithms, data types, expressions, control structures, functions, and GUIs (graphical user interfaces).

MISY 5365 Enterprise Resource Planning
3 Semester Credit Hours (3 Lecture Hours)
A study of the management of information technology as it is practiced in organizations today. Traditional organizations are moving toward a more interconnected or networked business environment. A major focus is understanding the role and use of complex technology in the support of individual, workgroup, enterprise, inter-enterprise and international computing. This course will utilize a business process management approach through the use of enterprise software.

MISY 5366 Data Warehousing and Data Mining for Business Intelligence
3 Semester Credit Hours (3 Lecture Hours)
In the information age, organizations can and do collect massive amounts of data. Yet organizations are often “data rich” but “information and knowledge poor.” This course is designed to prepare business professionals who, by using analytical methods and data mining and data visualizations tools, will be able to harness the potential of data by extracting business intelligence that can be used to improve decisions and operations at various points in the value chain.
Prerequisite: MISY 5325, 5335 and ORMS 5310.

MISY 5367 Managing IT Projects
3 Semester Credit Hours (3 Lecture Hours)
This course covers issues related to managing projects in organizations. The course focuses on the management of projects and working as a team. Students are expected to draw on materials from other management information system courses, especially the Systems Analysis and Design, and Database Management courses.
Prerequisite: MISY 5335.

MISY 5370 Seminar
1-3 Semester Credit Hours
in an identified topic in management information systems. May be repeated for significantly different topics with written permission from the Director of Master’s Programs.

MISY 5396 Directed individual Research Or Readings
1-3 Semester Credit Hours
Contact Director of Master’s Programs.

Marketing Courses
MKTG 5320 Marketing Management
3 Semester Credit Hours (3 Lecture Hours)
An advanced study of contemporary marketing management concepts, tools of analysis, and implementation of marketing programs.
Prerequisite: MKTG 5311.

MKTG 5330 Social Media Marketing
3 Semester Credit Hours (3 Lecture Hours)
This course introduces students to the cutting edge social media tools necessary to perform effectively as marketing professionals. Topic coverage includes the understanding of social media unique structure, emerging segmentation and positioning practices, as well as evaluation and implementation of a social media marketing strategy.

MKTG 5335 Marketing in the International Environment
3 Semester Credit Hours (3 Lecture Hours)
A study of the environment within which a firm operating outside the U.S. considers the political, social, and economic variables that impact marketing decisions.
Prerequisite: MKTG 5311.

MKTG 5360 Research in Marketing
3 Semester Credit Hours (3 Lecture Hours)
An overview of the area of marketing research. A managerial orientation is used stressing such topics as the informational needs of marketing managers, the application of research in marketing management, decision models and concepts, and research concepts and data analysis methodology.
Prerequisite: MKTG 5320.
MKTG 5370 Seminar
1-3 Semester Credit Hours
in an identified topic in marketing. May be repeated for significantly
different topics with written permission from the Director of Master’s
Programs.

MKTG 5396 Directed Individual Research or Readings
1-3 Semester Credit Hours
Contact Director of Master’s Programs.

Operations Management Courses
OPSY 5315 Operations Management
3 Semester Credit Hours (3 Lecture Hours)
Study of operations of manufacturing and service organizations.
Introduction to operational design and control issues such as
forecasting, capacity planning, facility location and layout, quality, JIT/
lean philosophies and materials requirement planning. Emphasis on
developing an operational strategy linking functional areas. Includes
international, environmental, legal, and ethical aspects of operations.
Prerequisite: ORMS 5310.

OPSY 5370 Seminar
1-3 Semester Credit Hours (1-3 Lecture Hours)
in an identified topic in Operations Management. May be repeated for
significantly different topics with written permission from the Director of
Master’s Programs.

OPSY 5396 Directed Individual Research or Readings
1-3 Semester Credit Hours
Contact Director of Master’s Programs.

Operations Research/Management Sciences Courses
ORMS 5301 Business Decision Analysis Tools
3 Semester Credit Hours (3 Lecture Hours)
An introduction to analytic tools for business and economic decision
making. Topics include analytic methods appropriate for cost-volume-
profit analysis, financial analysis and valuation, portfolio selection,
capacity planning, job scheduling, process and facility design, market
analysis, and decision tools needed in other courses.

ORMS 5310 Statistical and Decision Analysis
3 Semester Credit Hours (3 Lecture Hours)
A study of analytical methods useful for business and economic decision
making. Topics include descriptive statistics, probability, inferential
statistical methods, and decision analysis.

ORMS 5370 Seminar
1-3 Semester Credit Hours (1-3 Lecture Hours)
in selected business applications of quantitative methods. May be
repeated for significantly different topics with written permission from
the Director of Master’s Programs.

ORMS 5396 Directed Individual Research or Readings
1-3 Semester Credit Hours (1-3 Lecture Hours)
Contact Director of Master’s Programs.