Policies and Programs

The Manning School of Business, led by Dean Katheryn Carter, Ph.D., is fully accredited at the undergraduate and graduate levels by AACSB International - The Association to Advance Collegiate Schools of Business. The School offers an undergraduate program of study leading to the Bachelor of Science in Business Administration (BSBA) with concentrations in the five areas of management. Refer to the Graduate Catalog for information about graduate programs in the School. Following the AACSB philosophy, the School endeavors to create the intellectual climate required to offer a dynamic, high quality undergraduate education in business through a challenging, relevant curriculum. To enhance the quality of the management program, the faculty of the School is actively engaged in teaching, research, outreach, and other scholarly activities designed to support a major focus on institutional excellence.

The Manning School of Business promotes economic development by offering high quality educational programs, internships, and by conducting both applied and theoretical research that support sustainable regional economic development. These activities provide students with the knowledge, skills, and sound ethical foundations to function effectively in a rapidly changing global environment.

Programs are designed to develop broad integrative skills, using leading edge business technology, and a problem solving orientation that can be applied to all functional areas of management. In addition to program content, the primary learning objectives include critical thinking, teamwork, diversity, ethics, and communications. For more information visit the Manning School of Business or contact us.

Policy

- Declaration of Program
- Mission & Objectives
- Organization & Governance
- Policies for Undergraduate Programs

Bachelor's Degree Programs

- All Bachelor's Degree Programs (BS in Business Administration)
- Accounting
- Operations and Information Systems (Management Information Systems, Supply Chain & Operations Management)
- Business Administration Minor
- Management (Entrepreneurship, Finance, International Business, Management, Marketing)

Mission

The mission of the Manning School of Business is to support regional business development. We do this by engaging our students in affordable, internationally accredited management education programs, innovating in course delivery, conducting research that emphasizes the practical application of knowledge, and serving a dynamic community through outreach activities.

Objectives of the Manning School of Business

The faculty of the Manning School of Business has developed curricula intended to provide an education at the leading edge of the theory and practice of management. Students are educated to function successfully as professionals in business and non-business organizations. The School’s faculty actively engages in research and outreach activities which support high quality business education. The School places a high value on classroom instruction. A variety of teaching methods are utilized.

The School also participates in efforts to support the region’s economy. The resources and experience of the School faculty and students are available to assist in the solution of problems faced by business and governmental units in the state, region, and beyond.

Manning School of Business Organization & Governance

The Manning School of Business is organized into three departments: Accounting, Management (which houses Finance, Management, Manufacturing and Marketing) and Operations and Information Systems. The faculty of the School has overall responsibility for academic policies of the School.

General School Requirements

Candidates for undergraduate degrees must satisfy the general University requirements for graduation and must complete all requirements as specified by one of the established curricula within the School.

Students may elect a second concentration in the Manning School of Business provided they complete all requirements specified by the concentration. Students who matriculate in other colleges of the University may minor in Business Administration.

For more information:
Declaration of Program

Students enrolled in the Manning School of Business are required to specify their degree program upon enrollment. Students pursuing the Bachelor of Science in Business Administration degree follow a core program for the first two years and after completing specific filter courses must apply to be admitted to the upper division and to declare a concentration. During the first semester of their senior year, students are required to file a Declaration of Intention to Graduate (DIG) form with their advisor or the department’s designated DIG officer.

Bachelor’s Degree Programs

Bachelor of Science in Business Administration

The Bachelor of Science in Business Administration degree provides students with a foundation in the liberal arts and sciences, as well as analytical skills and specialized professional courses, which enable them to function as effective professional managers. Course work in the first two years focuses on the liberal arts, mathematics, sciences and introductory professional skills courses. These subjects provide the foundation on which the advanced courses are built. Liberal arts and sciences courses emphasize written English, behavioral and social sciences, and mathematics. Professional skills courses include accounting, economics, and statistics.

As juniors and seniors, students concentrate in professional programs offered by the Manning School of Business. The School curriculum offers concentrations in five areas of management: Accounting, Finance, Management, Marketing, and Management Information Systems (MIS). The upper-level curriculum starts with introductory management courses covering the functional areas found in organizations. Through the junior and senior years students will complete a course of study in at least one concentration. Given the increasing importance of global competition and its impact on both public and private sectors in the U.S., the School also includes an international component in all curricula. Regardless of concentration, students have sufficient electives to permit them to tailor programs to their special interests.

Note - The Bachelor of Science in Industrial Management program was closed for new admissions in 2002.

Curriculum Checksheets

The main link below shows university requirements for a BS in business administration. The secondary links show specific requirements for concentrations within the major. Following are downloadable degree plans for students entering the Manning School of Business in or after Fall 2005 (checksheets are in PDF format, Adobe Acrobat Reader is required for viewing):

BS in Business Administration

- Concentration in Accounting
- Concentration in Corporate Finance
- Concentration in Entrepreneurship
- Concentration in Financial Markets
- Concentration in General Finance
- Concentration in International Business
- Concentration in Marketing
- Concentration in Management
- Concentration in Management Information Systems
- Concentration in Supply Chain/Operations Management

Entrepreneurship Concentration

The entrepreneurship concentration prepares students to be an “outside of the box” thinker and innovator in today’s complex global economy. Using an interdisciplinary focus, students who complete the concentration will:

- Develop the management skills required to identify and launch new business ventures around innovative products, services and technologies
- Develop an understanding of the concepts and activities associated with entrepreneurship and innovation
- Understand the financial aspects of an entrepreneurial venture from start-up to “harvest”
- Discover their individual “entrepreneurial spirit” through experiential learning in interdisciplinary classes and the College’s Venture Lab

As a capstone experience in the entrepreneurship concentration students will develop the essential components of a new venture/new opportunity business plan.

The required courses within the Entrepreneurship concentration consist of:

- 64.361 - Starting a New Venture
- 64.362 - Corporate Entrepreneurship
Recommended Course Sequence*

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*Please consult the College of Management curriculum worksheet for a detailed list of specific course requirements in the Bachelor of Science in Business Administration program.

Minor in Business Administration

The Manning School of Business offers a Business Administration minor for students not majoring in the School. Students must file a Declaration of Minor form with the School before registering for 300 level courses. In order to earn a minor, students must file an academic petition approved by the Manning School of Business with the Office of Enrollment Services. This petition should be filed immediately after registering for the final courses completing the minor.

Residency Requirement

In addition to the minimum University residency requirements, the Manning School of Business requires the senior year work, with minor exceptions, to be taken in residence at the University of Massachusetts Lowell.

International Business

The International Business Concentration provides you with the broad range of skills you’ll need for an international career in a rapidly evolving global workplace. Concentration coursework will assist you to:

- Develop an awareness of management concepts, systems and practices in different countries and institutional settings.
- Understand cultural dynamics, economics and political constraints as they affect the marketing and sales aspect of international business.
- Assess and evaluate the financial risks associated with multi-national firms, and address global sourcing strategies. This includes; managing supply and demand uncertainties, distribution strategies for global operations, and managing strategic alliances.
- Learn more about the role that information technology and Enterprise Resource Planning (ERP) plays in managing global supply chains.
- Enhance your understanding of the details and nuances of international trade.

60.301 Intermediate Accounting I

Course ID: 6331

Course Details: Examines the generally accepted accounting principles relating to the preparation of financial statements. The student will study, in depth, the valuation and disclosure problems associated with the assets of the enterprise. The accounting framework and pronouncements of the Financial Accounting Standards Board are emphasized.

Max Credits: 3
Min Credits: 3
60.302 Intermediate Accounting II

Course ID: 6332

Course Details: Presents the in-depth study of the valuation and disclosure issues associated with corporate liabilities and stockholders' equity. Emphasis is placed on the statements of the Financial Accounting Standards Board.

Max Credits: 3
Min Credits: 3

60.303 Accounting Information Systems

Course ID: 6333

Course Details: Presents accounting as a system designed to meet the needs of external and internal users. Accounting information system concepts are emphasized. Topics include accounting transaction cycles, internal controls, and systems development processes.

Max Credits: 3
Min Credits: 3

60.321 Cost Accounting

Course ID: 6335

Course Details: An examination of the manufacturing function from the view of the cost accountant. Managerial control of the elements of product costs will be studied with an emphasis on cost accumulation systems both historical and estimated.

Max Credits: 3
Min Credits: 3

60.331 Cost Management Systems

Course ID: 6337

Course Details: This course is an upper-level management accounting course for non-accounting majors. It takes a decision-oriented approach and focuses on the manager's view, as opposed to the accountants view, of the decision process and its related information needs. Traditional cost accounting and new cost management models will be explored and contrasted, but the emphasis will be on management systems which examine a proactive role in planning, managing, and reducing costs.

Max Credits: 3
Min Credits: 3

60.401 Advanced Financial Accounting I

Course ID: 6344

Course Details: Explores issues in accounting for large, multinational business entities. Consolidation, mergers, home office/branch accounting, international accounting topics, partnership and nonprofit organizations are also examined.

Max Credits: 3
Min Credits: 3

60.421 Auditing

Course ID: 6347

Course Details: An examination of the purposes of financial statement audits. The following topics will be examined in depth: auditing standards, professional ethics, legal responsibilities, internal control, audit evidence, financial statement disclosures and audit reports.

Max Credits: 3
Min Credits: 3

60.431 Federal Income Taxes
Course ID: 6349
Course Details: Deals with the basic rules and regulations of the Internal Revenue Code as it affects the individual and the corporation. An understanding of the code is developed through lectures, assigned readings, research, and the solution to a wide variety of problems.
Max Credits: 3
Min Credits: 3

60.479 Accounting Internship

Course ID: 6355
Course Details: Arrangements must be made with department internship coordinator.
Max Credits: 3
Min Credits: 3

60.499 Independent Studies

Course ID: 6356
Course Details: An opportunity for students to carry out individualized study relating to the field of accounting under the supervision of a member of the accounting faculty.
Max Credits: 3
Min Credits: 3

61.300 Investments

Course ID: 6384
Course Details: Introduction to the principles of investment. Security analysis of stocks and bonds for markets, industries and firms. Primary and secondary capital markets, money markets, and other investment alternatives in terms of risk-return tradeoffs. Options and futures as investment alternatives. Emphasis is on fundamental and technical analyses.
Max Credits: 3
Min Credits: 3

61.301 Business Finance

Course ID: 6385
Course Details: Principles of financial management, including working and fixed capital, sources of funds, financial statements, financial planning and capital structure.
Max Credits: 3
Min Credits: 3

61.303 Methods of Financial Analysis

Course ID: 6387
Course Details: The techniques of financial analysis in depth. Topics covered include cash management, credit scoring, receivables monitoring, inventory management, financial statements analysis and forecasting, financial distress prediction, mergers and acquisitions techniques and other selected topics.
Max Credits: 3
Min Credits: 3

61.421 Portfolio and Security Analysis

Course ID: 6392
Course Details: Advanced course on investment theory and applications. Topics covered include stock market behavior, portfolio and
capital market theories, and securities analysis.

Max Credits: 3
Min Credits: 3

61.431 Capital Planning

Course ID: 6393

Course Details: Advanced study of the principles of financial analysis. Covers topics such as acquisition of long-term assets, capital budgeting models, and the analysis of mutually exclusive projects.

Max Credits: 3
Min Credits: 3

61.434 Investment Management

Course ID: 6396

Course Details:

Max Credits: 3
Min Credits: 3

61.479 Current Topics in Finance

Course ID: 35274

Course Details: This course expands the student's knowledge in the area of financial decisions for the sustainable growth of business organizations through investments in real assets and financial assets. Topics include investing in real assets under conditions of uncertain cash flows or inflation or projects have differing lives; decisions on whether to “Buy” or “lease.” The topics also include investing in financial assets through Mergers, Takeovers and Acquisitions. Other related topics are disinvesting through Divestitures; avoidance of Financial Distress and Bankruptcy etc.

Max Credits: 3
Min Credits: 3

61.489 Internship In Finance

Course ID: 6399

Course Details: Opportunity for students to earn academic credit through the integration of professional on-the-job experience and related academic work. Project jointly supervised by a faculty member and representative of the employing organization.

Max Credits: 3
Min Credits: 3

61.491 International Finance

Course ID: 6400

Course Details: Financial aspects of international business operations. Evaluation of risks associated with multinational operation and managerial decision making under conditions of financial uncertainty.

Max Credits: 3
Min Credits: 3

61.499 Independent Study Finance

Course ID: 6401

Course Details: An opportunity for students to carry out individualized study relating to the field of finance under the supervision of a member of the faculty.

Max Credits: 3
**62.201 Marketing Principles**

Course ID: 6426

Course Details: The role of marketing in the economy. The elements of the marketing mix--product, price, distribution, and promotion--are discussed in the context of social and political constraints on marketing activity.

Max Credits: 3  
Min Credits: 3

**62.302 Marketing Research**

Course ID: 6428

Course Details: Analysis of the information gathering function of marketing management. Design, execution and evaluation of marketing research.

Max Credits: 3  
Min Credits: 3

**62.303 International Marketing**

Course ID: 6429

Course Details: The marketing aspect of international business. Cultural dynamics, economics, political and legal constraints as they affect international marketing institutions and practices.

Max Credits: 3  
Min Credits: 3

**62.311 Marketing Opportunity Analysis**

Course ID: 6431

Course Details: Focuses on the strategic role of marketing and the functions, which leads the business to new products and new markets. Emphasis on market development and product development.

Max Credits: 3  
Min Credits: 3

**62.312 Marketing Tactics**

Course ID: 6432

Course Details: Focuses on tactical process of managing the marketing mix. Emphasis on market penetration. Term project: marketing plan. Career relevance: understand the role of the marketing communications specialist, appreciate sales and service support activities.

Max Credits: 3  
Min Credits: 3

**62.313 Sales and Customer Relations**

Course ID: 6433

Course Details: Focuses on the concept of customer value, operating decisions in sales, customer service, and account management. Focus is given on calculating the value of a good or service to the customer, professional selling and sales forecasting, retail and wholesale operations, purchasing, and logistics.

Max Credits: 3  
Min Credits: 3

**62.402 Buyer Behavior**
Class ID: 6435
Course Details: Applications of behavioral theories and techniques to the understanding of consumer and organizational purchasing processes.
Max Credits: 3
Min Credits: 3

62.407 Retailing

Class ID: 6440
Course Details: Development, organization and management of various types of retailing institutions. Evaluation of retail locations and contemporary retailing problems.
Max Credits: 3
Min Credits: 3

62.496 Current Topics in Marketing

Class ID: 6446
Course Details: Topics of current interest in Marketing. Subject matter to be announced in advance. For a current semester course title, please log on to ISIS, the Inter-Campus Student Information System.
Max Credits: 3
Min Credits: 3

62.498 Marketing Internship

Class ID: 6448
Course Details: Specific projects undertaken by senior marketing students under joint supervision of department internship coordinator and representative from the business organization hosting the internship. Enrollment restricted to marketing seniors selected by internship coordinator. P/NC (free elective credit) only.
Max Credits: 3
Min Credits: 3

62.499 Independent Study in Marketing

Class ID: 6449
Course Details: An opportunity for the student to carry out individualized study relating to the field of Marketing under the supervision of a member of the faculty
Max Credits: 3
Min Credits: 3

63.210 Operations Analysis Techniques

Class ID: 6486
Course Details: Introduction to quantitative methods for analyzing business problems. Analytic methods include decision analysis, linear programming, queuing and simulation. Applications address issues in areas such as marketing, production, finance and logistics.
Max Credits: 3
Min Credits: 3

63.300 Application Systems Development

Class ID: 6487
Course Details: Provides an understanding of the fundamental concepts of software application development for business in an object-
oriented, Graphical User Interface (GUI) environment utilizing structured programming concepts. Course involves hands-on application development in a 4GL environment.

Max Credits: 3
Min Credits: 3

63.301 Management Information Systems

Course ID: 6488
Course Details: Structure and foundations of information systems for management from both a user's and designer's perspective.
Max Credits: 3
Min Credits: 3

63.303 Database Management Systems

Course ID: 34607
Course Details: An introduction to databases and Database Management Systems (DBMS). Topics include basic concepts of database technology, an introduction to SQL, techniques for logical and physical database design, interaction with a commercial DBMS, and data warehousing.
Max Credits: 3
Min Credits: 3

63.307 Systems Analysis and Design

Course ID: 6491
Course Details: An overview of the information system and systems development life cycle (SDLC). Emphasis on tools and techniques that analyst can use to document information systems. Current, classical and structured tools for describing data flow, data structure, process flow, file design, input and output design and program applications will be discussed.
Max Credits: 3
Min Credits: 3

63.308 Enterprise Systems Management

Course ID: 35576
Course Details: This course, a MIS elective, focuses on implementation of Enterprise Resource Planning systems (ERPs) and its impact on business change process in organizations. ERPs integrate information and applications, spanning the functional boundaries within an organization. The goals of the course are to help students understand ERP systems and their underlying components and technologies, and the business change process with ERP in organizations. The course covers people and technical issues during the pre-implementation, implementation and post-implementation stages of the ERP systems life-cycle.
Max Credits: 3
Min Credits: 3

63.371 Operations Management

Course ID: 6492
Course Details: Principles of production/operations management. Nature and function of production systems; operational planning and control; plant layout; materials handling; inventory and quality control.
Max Credits: 3
Min Credits: 3

63.402 Global Operations and Supply Chain Management

Course ID: 36450
Course Details: A supply chain consists of all of the activities and organizations required to produce and deliver a good or service from
raw materials to the final end user, Global Operations and Supply Chain Management (GOSCM) involves the coordination of this complex network of organizations and flows of materials, funds, and information among and between the stages of a supply chain. GOSCM integrates the traditional business functions of operations, marketing, logistics, finance, and information systems in an international business context. The course traces the flow of products and services from development through delivery to the final user and will address topics such as global sourcing strategies, managing demand and supply uncertainties, distribution strategies, and logistics network design for global operations, global strategic alliances, and the role of information technology and Enterprise Resource Planning (ERP) in managing global supply chains.

Max Credits: 3
Min Credits: 3

63.404 Data Communications and Networks

Course ID: 6496

Course Details: A comprehensive overview of concepts and practice in Business Data Communications and Networking. Explores the principles and applications of data communications in organizations from familiar applications into the more technical aspects of telecom architecture. Analyzes the various types of telecom networks, and how they are designed and configured, including issues involving the management and decision-making process within the telecom department. Students provided with hands-on network administration and configuration experience with a LAN administrator.

Max Credits: 3
Min Credits: 3

63.407 Electronic Business

Course ID: 6499

Course Details: This course familiarizes students with current and emerging electronic commerce technologies using the Internet. Focus is on both Web Design and E-Business. The web design portion provides a foundation for designing dynamic interactive websites for electronic commerce. It addresses planning and developing well-designed websites that combine effective navigation with the balanced use of graphics, text, color, and database access. The electronic business section covers both the theory and practice of doing business over the Internet including issues relating to Internet technology for business advantage; managing electronic commerce; funds transfer; reinventing the future of business through electronic commerce; business opportunities in electronic commerce; electronic commerce website design; social, political and ethical issues associated with electronic commerce; and business plans for technology ventures.

Max Credits: 3
Min Credits: 3

63.408 Current Topics in Management Information Systems

Course ID: 6500

Course Details: This course addresses one or more current topics to the field of Information Systems. Topics can change at each course offering. Typically, the course will focus on an emerging information technology, discussing fundamental concepts and the technology's application to and effect on business. Examples of possible topics are expert systems, hypermedia and hypertext systems, factory automation systems, and the planning for and management of information resources. Subject matter to be announced in advance. Visit the current semester schedule on the Continuing Studies website for more details.

Max Credits: 3
Min Credits: 3

63.409 Directed Study in Management Information Systems

Course ID: 6501

Course Details:

Max Credits: 3
Min Credits: 3

63.469 Logistics and Transportation
Course Details: This course will examine methods and strategies for managing and controlling material movement, with particular emphasis on international operations, from the purchase of production materials to the control of work in process to the distribution of the finished product. Strategies that will be discussed include the design of international distribution networks, the use of third-party logistics providers, and the creation of links between logistic systems and marketing to create competitive advantage. The course will also explore tactical issues that must be managed to pursue a logistics strategy successfully, including choices regarding means of transportation, packaging, and inventory policies. Underlying themes of the course will be the use of information technologies (such as electronic data interchange and bar coding) and mathematical models to support logistics decision-making.

Max Credits: 3
Min Credits: 3

63.470 Advanced Topics in Service Management

Course ID: 37422

Course Details: This course is intended to provide students with the necessary tools and understanding for managing service operations. Service firms represent the fastest-growing sector of the economy. This course will focus on the various aspects involved in the management of service operations. The service operations are managed differently to their intangibility, time-sensitivity, high levels of customer involvement and lack of engineering standards. This course will explore topics such as design and delivery of services, the measurement of productivity and quality, managing capacity and demand, redesign of service delivery processes, management of technology, and others.

Max Credits: 3
Min Credits: 3

63.471 Managerial Quality Control

Course ID: 6502

Course Details: Views quality control from the total or company-wide perspectives. It contains traditional material on statistical process control (SPC), quality cost, quality assurance, quality information systems, as well as the recent management theories and ideas of Deming, Ishikawa, and Taguchi.

Max Credits: 3
Min Credits: 3

63.479 Directed Study in Operations Management

Course ID: 6507

Course Details: Topics of current interest in operations management. Subject matter to be announced in advance.

Max Credits: 3
Min Credits: 3

63.489 Internship in Management Information Systems

Course ID: 6508

Course Details: Opportunity for students to earn academic credit through the integration of professional work experience with related academic work. Project jointly supervised by a faculty member and representative of the employing organization.

Max Credits: 3
Min Credits: 3

64.361 Starting a New Venture

Course ID: 33876

Course Details: This course is designed for students with a curiosity and interest in starting a new business. In this course, students will explore the entrepreneurship process including how entrepreneurs discover and evaluate the sources and opportunities for new business ventures; how they assemble the resources, how they operate and grow a new business; and finally how they harvest their hard work as successful entrepreneurs. The course covers a variety of topics associated with launching and running a new business venture, such as marketing, financing, building the venture team, legal and regulatory issues, and social and environmental issues.

Max Credits: 3
64.362 Corporate Entrepreneurship

Course ID: 33877

Course Details: This course focuses on entrepreneurship in established companies. In order to compete in today's dynamic business environment, organizations need to spur and promote entrepreneurial thinking and actions as a way of remaining innovative and competitive. Thus, the course explores how the entrepreneurship process works within an existing organization, including the identification of strategies companies engage to rejuvenate their business, markets and industries. Students will also study how individuals can play a role in promoting entrepreneurial activities in their organizations.

Max Credits: 3
Min Credits: 3

64.463 Managing Innovation

Course ID: 33878

Course Details: A critical issue for entrepreneurs and managers is how to translate opportunity into competitive advantage. This course examines theories of innovation and their application to real-world business opportunities. A particular focus is placed on emerging scientific and technical innovations and the opportunities and challenges they present to both existing businesses and new venture entrepreneurs. Students examine innovation strategies, planning models, evaluation models, licensing and the commercialization process required to launch new businesses around innovative products and technologies.

Max Credits: 3
Min Credits: 3

64.464 Finance for Emerging Businesses

Course ID: 33879

Course Details: Course content covers financial aspects of an entrepreneurial venture from its start to a potential sale. Major sources of financing covered in the course include venture capital, private placement, bank credit, and public financing. Other financial concepts covered include organization of the business, financial forecasting, financial analysis, firm valuation and acquisitions.

Max Credits: 3
Min Credits: 3

64.480 Current Topics in Entrepreneurship

Course ID: 36214

Course Details: Topics of current interest in entrepreneurship. Subject matter to be announced in advance. For a current semester course title please log on to iSiS, the Inter-Campus Student Information System.

Max Credits: 3
Min Credits: 3

64.489 Internship in Entrepreneurship

Course ID: 35773

Course Details: Opportunity for students to earn academic credit through the integration of professional work experience with related academic work. Project jointly supervised by a faculty member and representative of the employing organization.

Max Credits: 3
Min Credits: 3

66.100 First Year Management Seminar - 1

Course ID: 34934

Course Details: This seminar will provide students with an introduction to those concepts that will help them succeed as university students during that first month and for the remainder of their academic careers. Some of the issues that will be addressed are: time
management, appropriate and healthy personal life-styles, personal financial planning, the services provided by Career Services, the Centers for Learning, as well as the Tutoring Lab. Furthermore, students will be exposed to the College of Management's functional areas and learning objectives.

Max Credits: 1
Min Credits: 1

66.101 First-Year Management Seminar - 2

Course ID: 35081

Course Details: The purpose of the First-Year Management - 2 (FYMS - 2) is to deepen students understanding and appreciation of the functional areas within the College of Management along with their understanding of themselves as learners in the College. This will be accomplished through the administration of self-assessment tools such as the Myers Briggs Type Indicator (MBTI), participation in an online business simulation addressing the business functional areas and through participation on in-class and virtual teams.

Max Credits: 1
Min Credits: 1

66.210 Professional Communications

Course ID: 32962

Course Details: This course provides students with the theory and practice of successful oral and written communication in business. Emphasis is on the development and improvement of communication skills needed for today's fast-paced organizations. Such skills include written communication in short memos and reports, including the use of conferencing technology to convey information. Additionally, the course focuses on oral communication through presentations and discussions as well as the use of current presentation software.

Max Credits: 3
Min Credits: 3

66.301 Organizational Behavior

Course ID: 6612

Course Details: Examination of individuals, groups, and organizations from a behavioral and structural perspective. Topics include employee motivation and satisfaction, communication, power and politics, the dynamics of groups and teams, conflict management, and organizational design and change.

Max Credits: 3
Min Credits: 3

66.310 Human Resources Management

Course ID: 6613

Course Details: Current issues in the management of human resources. Recruitment, selection, work force training and development, reward systems, employee health and safety, legal issues, managing diversity, performance evaluation, and human resource planning.

Max Credits: 3
Min Credits: 3

66.410 Negotiation Strategy and Process

Course ID: 6637

Course Details: Analysis and application of the key factors that shape and characterize different negotiation situations; the analytical skill to diagnose potential areas of difference and select appropriate strategies to address them; the interpersonal skills to tactically manage the specific communication and decision-making behaviors during the actual bargaining; and the ability to recognize how one's own personality, value system and perceptions affect the choice of tactics and behavior.

Max Credits: 3
Min Credits: 3


66.415 Managing Teams and Projects

Course ID: 6638

Course Details: Provides students with the knowledge and skills to effectively manage in the more flexible, team-oriented environments increasingly found in contemporary organizations. Emphasis on the dynamics of groups and how they are transformed into productive teams; strategies for systematic goal setting; building team structure; using the team as a basis for problem-solving; facilitating team processes. The course focuses on today's smaller, "self-renewing" organizations, as well as on more traditional work group settings.

Max Credits: 3
Min Credits: 3

66.420 Leadership Processes

Course ID: 6639

Course Details: Examines leadership as a dynamic influence process in organizations. The role of leader characteristics and styles, matching leadership behavior and situations, issues in power and politics, empowerment and participation, conditions for leadership effectiveness.

Max Credits: 3
Min Credits: 3

66.435 Comparative Management

Course ID: 6650

Course Details: Comparison of management concepts, systems and practices in different societies, and institutional settings. The impact of economic, social, political, and cultural variables on management styles, processes and organizational structures.

Max Credits: 3
Min Credits: 3

66.445 Contemporary Management Development

Course ID: 6653

Course Details: Provides students the opportunity to develop the skills and capabilities needed to select, gather, synthesize and use new information to enhance their professional growth and development.

Max Credits: 3
Min Credits: 3

66.450 Labor, Diversity, and Human Resource Management

Course ID: 6654

Course Details: In this course we examine solutions to two emerging questions: how do we manage, motivate, and reward the increasingly diverse American work force, and what part will American labor unions play in this process. We will study these issues using a variety of sociological, psychological, economic, legal, managerial, and comparative materials, but the focus will remain on the options available to the human resource manager.

Max Credits: 3
Min Credits: 3

66.480 Current Topics in Management

Course ID: 6668

Course Details: Topics of current interest in management. Subject matter to be announced in advance. For a current semester course title, please log on to ISIS, the Inter-Campus Student Information System.

Max Credits: 3
Min Credits: 3
66.489 Internship In Management

Course ID: 6670

Course Details: Opportunity for students to earn academic credit through the integration of professional work experience with related academic work. Project jointly supervised by a faculty member and representative of the employing organization.

Max Credits: 3
Min Credits: 3

66.490 Strategic Management

Course ID: 6671

Course Details: An integration of knowledge in the various functional areas of management toward solution of problems affecting the character and success of the total enterprise. Corporate strategy and its implementation via appropriate policies.

Max Credits: 3
Min Credits: 3

66.499 Independent Study in Management

Course ID: 6679

Course Details: An opportunity for the student to carry out individualized study relating to the field of management under the supervision of a member of the faculty.

Max Credits: 3
Min Credits: 3

69.3CE Cooperative Education Work Experience I

Course ID: 37568

Course Details: This zero credit course is specifically designated for undergraduate Business students who have successfully completed the Professional Development Seminar, are participating in the Professional Co-op program and have secured their first, full-time co-op employment. The co-op is designed to provide students the opportunity to develop and enhance their hands on, technical and professional skills within an industry related to their academic program of study. During the co-op employment experience, students will, in conjunction with their employer, develop and submit written learning goals, participate in a performance evaluation and facilitate an on-site visit by Co-op Coordinator.

Max Credits: 0
Min Credits: 0

69.4CE Cooperative Education Work Experience II

Course ID: 37801

Course Details: This zero credit course is specifically designated for Business undergraduate students who are participating in the voluntary Business co-op curricular option, and have successfully secured their second, full-time co-op employment. The co-op experience is designed to provide students the opportunity to develop and enhance their business and professional skills within a business or industry related to their academic program of study. During the co-op employment experience, students will, in conjunction with their employer, develop and submit written learning goals, participate in a performance evaluation and facilitate an on-site visit by their Co-op Coordinator.

Max Credits: 0
Min Credits: 0

69.210 Professional Development Seminar

Course ID: 36956

Course Details: The Professional Development Seminar is designed to provide students with the necessary structure, resources, and support to successfully secure and engage in their first cooperative education experience. Through a variety of teaching methodologies and assignments, students will participate in a sequence of learning activities including self-assessment, industry research, and the
development of co-op learning objectives. Students will prepare to engage in the job search process through resume writing, strategic interviewing, professional networking and through learning professional behavior and presentation skills. The goal of the course is to assist each student in developing a sound plan of action to successfully participate in the cooperative education experience.

Max Credits: 1  
Min Credits: 1

**69.310 Co-op Assessment 1**

Course ID: 36957  
Course Details: The primary goal of this seminar is to assist students in the overall assessment of their overall cooperative education experience. Through facilitated small group discussion, individual consultation and hands on practice, students will have an opportunity to identify and articulate their technical and professional skills, and explore how these skills and their co-op employment might be translated and leveraged into future work environments and their academic program at UML.

Max Credits: 1  
Min Credits: 1

**69.410 Co-op Assessment 2**

Course ID: 36958  
Course Details: This seminar is designed to support and assist students in the continued assessment of their cooperative education experience. Through a deepening of their work in Co-op Assessment 1, students will review their overall performance in the cooperative education program, while continuing to demonstrate their technical and professional skills through written work and public presentations to multiple audiences. It is expected that students will clearly define their future academic and career goals, enhance their professional networks, and develop a future plan to support their engineering aspirations.

Max Credits: 1  
Min Credits: 1

**66.017 Introduction to Business**

Course ID: 38128  
Course Details:

Max Credits: 3  
Min Credits: 3

**67.307 Systems Analysis & Design**

Course ID: 6765  
Course Details:

Max Credits: 3  
Min Credits: 3

**63.490 Internship in Operations Management**

Course ID: 38456  
Course Details: Opportunity for students to earn academic credit through the integration of professional work experience with related academic work in Operations Management. A project, jointly supervised by a faculty member and representative of the employing organization with mutually defined objective(s), will be completed by the Student. An approved report in written form will be submitted to the supervising faculty member.

Max Credits: 3  
Min Credits: 3

**60.201 Accounting/Financial**

Course ID: 6329
Course Details: Presents a comprehensive, detailed exposure to basic accounting theory. Beginning with the accounting equation, students are introduced to the accounting cycle, preparation of the statement of financial position and the income statement, accounting for assets, liabilities, and stockholders’ equity of the firm, and cash flow and financial statement analysis.

Max Credits: 3
Min Credits: 3

60.202 Accounting/Managerial

Course ID: 6330

Course Details: Examines the use of accounting systems for managerial decision-making. Budgeting, forecasting, and cost accumulation systems, which relate to manufacturing systems, will be studied.

Max Credits: 3
Min Credits: 3

64.300 Principles of Innovation and Entrepreneurship

Course ID: 38589

Course Details: This course is designed to help non-business students understand the importance of innovation and entrepreneurship in today’s global economy and cultivate an entrepreneurial mindset among students in the Manning School of Business entrepreneurship concentration. It will cover different forms of entrepreneurship such as small businesses, growth ventures, corporate entrepreneurship and social entrepreneurship. The course will focus on the types of innovation, turning innovation into an ongoing new venture and on the entrepreneurial process. Innovation and entrepreneurship theories and concepts will be discussed with real life examples and cases.

Max Credits: 3
Min Credits: 3

69.4ACE Cooperative Education Experience

Course ID: 38648

Course Details: This zero credit course is specifically designated for Manning School of Business students who have successfully completed the Professional Development Seminar, are participating in the Professional Co-op program, and have secured a third, full-time co-op employment experience. The co-op is designed to provide students the opportunity to develop and enhance their hands on, technical and professional skills within an industry related to their academic program of study. During the co-op employment experience, students will, in conjunction with their employer, develop and submit written learning goals, participate in a performance evaluation and facilitate an on-site visit by Co-op Coordinator.

Max Credits: 0
Min Credits: 0

62.315 New Product & Service Management

Course ID: 6431

Course Details: Course number was formerly 62.311. Focuses on the process of new product & service development and marketing. Emphasis is given on market opportunity identification, R&D-marketing interface, business model development, market potential estimation, and market entry timing.

Max Credits: 3
Min Credits: 3

62.411 Marketing Analytics

Course ID: 6432

Course Details: Course number was formerly 62.312. Focuses on marketing strategies and tactics. Emphasis is given on research methods and applications for strategy building and implementation.

Max Credits: 3
Min Credits: 3
62.412 Global Marketing

Course ID: 6429
Course Details: Course number was formerly 62.303. Focuses on the marketing aspect of global business. Emphasis is given on cultural dynamics and economics as well as political, social and regulatory constraints as they affect the global marketing practice and strategy implementation.

Max Credits: 3
Min Credits: 3

64.360 Principles of Innovation and Entrepreneurship

Course ID: 38589
Course Details: Course number was formerly 64.300. This course is designed to help non-business students understand the importance of innovation and entrepreneurship in today’s global economy and cultivate an entrepreneurial mindset among students in the Manning School of Business entrepreneurship concentration. It will cover different forms of entrepreneurship such as small businesses, growth ventures, corporate entrepreneurship and social entrepreneurship. The course will focus on the types of innovation, turning innovation into an ongoing new venture and on the entrepreneurial process. Innovation and entrepreneurship theories and concepts will be discussed with real life examples and cases.

Max Credits: 3
Min Credits: 3

64.496 Entrepreneurship Strategy Implementation

Course ID: 38814
Course Details: The Course focuses on innovation and entrepreneurship utilizing experiential learning and venturing projects. It will deal with ideation methods and tools, technology commercialization, business planning and potential initial incubation of an early-stage business by project teams, and the development of an investment proposal to launch a new business. Students will be exploring, identifying and analyzing the path from Idea to Market for technology projects.

Max Credits: 3
Min Credits: 3

64.499 Independent Studies

Course ID: 6565
Course Details:

Max Credits: 3
Min Credits: 3

66.150 Introduction to Business

Course ID: 38128
Course Details:

Max Credits: 3
Min Credits: 3

66.455 Compensation Management

Course ID: 6658
Course Details:

Max Credits: 3
Min Credits: 3
66.491 Independent Study in Management

Course ID: 38747

Course Details: An opportunity for the student to carry out individualized study relating to the field of management under the supervision of a member of the faculty.

Max Credits: 6
Min Credits: 1

Admission to Upper Division

All BSBA students must apply to be admitted to the upper division program in a concentration of their choice upon completion of the filter courses listed below. Minimum criteria for admission to upper division are an overall grade point average of 2.000/4.000.

- 60.201 Accounting/Financial
- 49.201 Economics I
- 49.211 Statistics I
- 92.122 Management Calculus
- 42.101 College Writing I
- 42.102 College Writing II
- 47.101 General Psychology
- 48.101 Intro to Sociology

For students transferring from another institution, a course deemed equivalent to any of the above courses by the Manning School of Business will be used to meet this requirement.

Application for admission is submitted directly to the Office of the Dean. The application must include: a completed change of major form obtained from the Office of Enrollment Services, the Office of the Dean of the School, or any department in the School.

Admission to the Manning School of Business upper division is guaranteed for transfer students if they have completed an Associate in Science, Business Transfer Option, and the above mentioned courses.

Students who are not eligible to declare a concentration after earning 60 credits but who satisfy University retention requirements may file for intercollegiate transfer within the university. Students who are ineligible to file for intercollegiate transfer or are denied admission to another college following application for intercollegiate transfer are dismissed from the University.

Undergraduate Transfer Rules

The Manning School of Business welcomes transfer students from Massachusetts community colleges and other regionally accredited institutions to the BSBA program. All MSB students including transfer students from other accredited institutions and from other colleges of University of Massachusetts Lowell initially enter the BSBA program as Business Administration students. After completing the filter courses, students apply to be admitted to the upper division and to declare a concentration according to the upper-division admission policies stated in section III. Students entering UMass Lowell with an associate degree may apply to be admitted directly to the upper division. Transfer students who have not earned an associate degree and transfer more than 45 credits toward the BSBA program may apply to be admitted to the MSB upper division after completion of the filter courses. All students must complete at least 60 academic credits in residence at University of Massachusetts Lowell subject to exceptions specified in this catalogue.

Transfers from:
- Other Institutions
- Other UMass Lowell Departments
- Other MSB Departments

A. Transfer From Other Institutions

Students transferring to the Manning School of Business from any program not included in the Commonwealth Transfer Compact, with or without an associate degree, must have a cumulative grade point average of at least 2.500/4.000. Students may not transfer any course in which they earned a grade of less than C- (1.700 on a 4.000 scale). Courses at a level below the first MSB requirements, such as algebra or the first semester of a two semester precalculus sequence, are not transferable. Only Business Courses taken at other AACSB accredited institutions may transfer as upper division (junior and senior level) MSB courses.

Transfer from Massachusetts Community Colleges

Students transferring with an Associate in Science, Business Transfer Option, from a member of the Commonwealth Transfer Compact can transfer all courses up to a maximum of sixty-six (66) credits. Although all transferred courses are listed on the student’s transcript, due to differences in program requirements of different institutions, some courses may not apply to minimum degree requirements of the Manning School of Business. Courses at a level below the first COM requirements, such as algebra or the first semester of a two-semester precalculus sequence, are examples of such courses. However, the student transferring with an associate degree, Business Transfer Option, will be eligible to take upper level courses in the College of Management subject to the stated prerequisites for each...
course. Courses taught by the School as part of its upper division core that are not acceptable for transfer may be validated by departmental exam. Courses that are equivalent to courses taught by the School in the upper division (junior and senior level) which are not a part of the COM core requirements cannot be used to satisfy the minimum degree requirements of the BSBA degree in the Manning School of Business. Students transferring to the Manning School of Business with an associate degree are prohibited by University policy from pursuing further off-campus study.

B. Intercollegiate Transfer

Intercollegiate transfer students to the Manning School of Business must be in good standing and have completed at least 15 credits at the University of Massachusetts Lowell. Upon acceptance, students will be listed as Business Administration (BA) and will usually be permitted to enroll only in lower division courses.

The transfer request is normally initiated by the students and is submitted to the Manning School of Business. Students must submit a completed change of major form obtained from the Office of Enrollment Services, the Office of the Dean of the School, or any department in the School.

University of Massachusetts Lowell students intending to apply for intercollegiate transfer to the College of Management should do so preferably before completing 60 credits (prior to completing the sophomore year). This will minimize delays in completing their educational objectives since MSB upper division courses are restricted to juniors and seniors in the College of Management with appropriate prerequisites who have been admitted to upper division according to rules stated in Section III of the Policies for Undergraduate Admissions.

The Manning School of Business reserves the right to limit intercollegiate transfer activity if student enrollment capacities are met.

C. Transfer from Other MSB Departments

Once admitted to the Manning School of Business upper division program, students can choose to enroll in any concentration within MSB. Depending on the number of unrestricted electives available in the curriculum of the concentration students are entering and the number of credits completed by the students at the time of transfer, some courses may not be usable in the students’ new program, requiring students to take courses above and beyond the University’s minimum graduation credit requirements. All courses stay on the students’ transcripts at the University and are included in the determination of the cumulative grade point average as specified by University policies. Students shall not be permitted more than two intercollegiate transfers.

Undergraduate Admission Requirements

Students entering the University as freshmen in the Manning School of Business must be registered as Business Administration (BA) if pursuing the BSBA degree. Upon completion of the first semester of the sophomore year, BA students may apply to be admitted to the upper division program and to declare a concentration. The College offers concentrations in Accounting, Finance, Management, Marketing, and Management Information Systems (MIS).

Transfer students may apply for admission to the Manning School of Business according to the transfer rules described in sections II and III below. Business Administration students may apply for admission to upper division MSB programs described in section III.

Special Academic Policies for Undergraduates

The following rules govern the applicability of courses satisfying curriculum requirements in any Manning School of Business concentrations:

A. Students may transfer a course that COM offers in its upper division (junior and senior years) if the course was taken at a school accredited by the AACSB, and a grade of ‘C’ or better was earned.

B. Upper division Manning School of Business courses (300 and 400 level) are restricted to matriculated students who have been admitted to the upper division program and have completed all prescribed prerequisites. Transfer students may not count any courses that require validation or which are not creditable to the MSB concentration towards this requirement.

C. MSB upper division courses are restricted to:

1. juniors and seniors enrolled in MSB;
2. juniors and seniors enrolled in another college of the University whose major requires completion of specific business courses; and
3. special students who meet appropriate prerequisites.

D. An unrestricted (free) elective (designated non-MSB) for MSB students is any course satisfying one of the following criteria:

1. a 100 or above level course from any college offered in the day program;
2. a course listed as satisfying a University area distribution requirement;
3. a course allowed by an approved academic petition.

Any course taken in violation of these rules may not be used to fulfill MSB curriculum requirements regardless of the grade.

Graduation Requirements
In addition to satisfying degree requirements listed in this catalog under "University Academic Policies" and under "Manning School of Business," MSB majors must also satisfy the following requirements:

A. Residency Requirement

MSB majors must take all required upper division courses in residence in the day programs of MSB. Any exceptions to this (for international study, etc.) must be approved by the appropriate department chairperson and the Dean or her designee prior to enrolling in such courses. No approvals for transfer credit of any required course taken at any other institution will be granted after the course has been completed except as noted above for transfer students.

B. Degree Requirements

In order to qualify for a Bachelor's Degree offered by the Manning School of Business, undergraduate students must satisfy all course requirements applicable to the major and their area of concentration and must earn a cumulative grade point average of 2.200 at completion of the baccalaureate program.

Policies for Undergraduate Programs

Please review the following:

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Admission to Upper Division

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• 42.101 College Writing I
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• 47.101 General Psychology
• 48.101 Intro to Sociology

For students transferring from another institution, a course deemed equivalent to any of the above courses by the Manning School of Business will be used to meet this requirement.

Application for admission is submitted directly to the Office of the Dean. The application must include: a completed change of major form obtained from the Office of Enrollment Services, the Office of the Dean of the School, or any department in the School.

Admission to the Manning School of Business upper division is guaranteed for transfer students if they have completed an Associate in Science, Business Transfer Option, and the above mentioned courses.

Students who are not eligible to declare a concentration after earning 60 credits but who satisfy University retention requirements may file for intercollegiate transfer within the university. Students who are ineligible to file for intercollegiate transfer or are denied admission to another college following application for intercollegiate transfer are dismissed from the University.

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