Manning School of Business

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

Graduate Programs Offered

**Master's Programs:**

1. Master of Business Administration (MBA) (available online or on-campus)
   - General Business
   - Accounting
   - Finance
   - Information Technology
2. Master of Science in Innovation and Technological Entrepreneurship
3. Master of Science in Accounting

**Business Management Curriculum for the Doctor of Engineering Program (D. Eng.)**

**Graduate Certificates:**

- Foundations of Business
- Technology Venture Creation
- Financial Management
- Supply Chain and Operations Management

Manning School of Business Course Listings

**Accreditation**

All degree programs offered by the Manning School of Business are accredited by the Association to Advance Collegiate Schools of Business - International (AACSB).

Faculty in the Manning School of Business (pdf)

**Graduate Certificates in the College of Management**

The College of Management offers graduate certificates in:

- Foundations of Business (MGFB)
- New Venture Creation (NVNG)
- Financial Management (FNMG)
- Supply Chain and Operations Management (SCOM)

You will need a Graduate Certificate Application Form (pdf).

**Foundations of Business**

Laura Christianson
Director of Management Graduate Programs
978-934-2853
Laura_Christianson@uml.edu

The program consists of 2 prerequisites: Micro Economics and Statistics plus the 6 (2 credit) courses listed below that represents an excellent opportunity for people with non-business backgrounds to obtain a graduate business certificate. Graduate students in the certificate program who are subsequently accepted into the UMass Lowell AACSB accredited MBA program may apply certificate courses with grades of B or better to their MBA degree.

**Required Core Courses:**

12 Credit Hours - six courses at two credit hours each with prerequisite coursework in Microeconomics (49.201) and Statistics (49.211)
60.501 Financial Accounting
61.501 Business Financial Analysis
62.501 Marketing Fundamentals
63.501 Operations Fundamentals
66.501 Organizational Behavior
66.511 Global Enterprise and Competition

Students must hold an undergraduate degree for admission into a certificate program. A GMAT exam is not required for certificate programs. An undergraduate transcript must be supplied by student when applying.

New Venture Creation

Dr. Steven Tello
978-934-2819
Steven_Tello@uml.edu

This certificate assists the aspiring entrepreneur, inventor and mid-career professional in understanding and applying the process associated with starting a new business or creating new business opportunities within established organizations. This program is specifically focused on the creation of technology-based ventures and is designed to assist professionals with undergraduate and career experience in science, engineering, technology or business fields in better understanding the venture creation process.

The program consists of two required courses (New Venture Creation, Innovation & Emerging Technology) and two electives (selected in consultation with the Program Coordinator). Graduate students in the certificate program who are subsequently accepted into the UMass Lowell MSITE program may apply certificate courses with grades of B or better to their MSITE degree.

Required Courses: (6 Credit hours, two 3 credit courses)
64.640 New Venture Creation
64.650 Innovation & Emerging Technology

Elective Courses (select two in consultation with Program Coordinator): 6 Credit hours, two 3 credit courses
61.640 - Financing Innovation & Technology Ventures
62.630 - Market Research for Entrepreneurs
64.655 - Corporate Entrepreneurship
64.680 - Practicum I New Venture Planning (with Instructor Permission)
66.640 - Managing Entrepreneurial Teams
66.630 - New Product Development
66.635 - Project Management

Admissions Requirements: Undergraduate degree and related experience in science, engineering, technology or business (other areas will be considered in consultation with the program coordinator).

Financial Management

Laura Christianson
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The Graduate Certificate in Financial Management is a 12 credit program (three two-credit courses and two three-credit courses) designed for non-financial mid-management professionals in the private and public sectors who wish to advance to decision-making positions within their organizations.

Individuals with undergraduate degrees in fields other than business management with finance as the major who wish to acquire additional academic credentials to advance within their organization or who wish to change career paths and improve their competitive position in the job market will benefit from this program. Especially, for many employees working in the technical and scientific fields without any financial background, the Financial Management certificate will provide them with the knowledge needed for decision-making roles within their technical or scientific fields.

Required Courses: (2 credits)
60.501 - Financial Accounting* (2 credits)
61.501 - Business Financial Analysis* (2 credits)
61.502 - Advanced Financial Management (2 credits, Prerequisite: 61.501 - Business Financial Analysis)
61.611 - Financial Decision Making (3 credits, Prerequisite: 61.501 - Business Financial Analysis)
61.691 - International Financial Management**

* Currently offered as graduate courses every semester in both lecture and online course formats.
** Currently offered as needed (typically once a year) for the MBA program in online course format.

Supply Chain and Operations Management
This certificate assists individuals who wish to acquire additional academic credentials to advance within their organization or who wish to change their career paths and improve their competitive position in the job market. Especially, for many employees working in the technical and scientific fields without an operations or industrial engineering background, the program will provide them with the knowledge needed for decision-making roles within their technical or scientific fields. The program is to meet the needs of those mid-career professionals in non-operations positions, who require a greater understanding of operations to advance towards decision-making positions in their organizations, to communicate effectively with operations managers, to pursue new careers in industrial engineering or operations management, or to demonstrate the contribution of their unit and/or ideas to the organization’s value chain.

The certificate requires students to complete 12 hours of graduate study. This consists of four three-credit Supply Chain and Operations Management courses. Graduate students in the certificate program who are subsequently accepted into the UMass Lowell MBA program may apply certificate courses with grades of B or better to their MBA degree.

Prerequisite Coursework (prior to certificate coursework)
Microeconomics (49.201)
Statistics (49.211)
Operations Fundamentals (63.501)

Required: 3-credit courses
63.671 Operations Management
63.672 Global Supply Chain Management
63.673 Service Management
66.635 Project Management

Admissions Requirements: Undergraduate degree and related experience in science, engineering, technology or business (other areas will be considered in consultation with the program coordinator).

Master’s Programs

The UMass Lowell Manning School of Business offers three Master’s programs:

- Master of Business Administration (MBA)
- Master of Science in Innovation and Technological Entrepreneurship (MSITE)
- Master of Science in Accounting

Master of Business Administration (MBA) Degree Program

- Entrance Requirements
- Part-time/Full-time Study
- Admission to MBA Courses
- Residency Requirement
- Curriculum Requirements
- Concentrations

American business is facing a very different internal and external environment today. This environment is characterized by rapid technological change, increased international competitiveness in manufacturing and other sectors, and a labor force which expects a higher quality of work life than did previous generations of employees. These changes directly affect the health and vitality of any region’s economy.

The Master of Business Administration (MBA) program is designed primarily as a part-time evening program to serve middle level working professionals and others seeking management careers in business and industry. The program is designed to prepare students to manage effectively in rapidly changing regional, national, and global competitive environments. The MBA program not only requires a thorough understanding of the traditional functional areas of business, but also provides a detailed, integrated examination of issues faced by contemporary managers.

The unifying theme of industry analysis addresses the challenges posed by global competition, such as, accelerated change and complexity of technology, globalization of markets, increasing cultural diversity of human resources, ethical concerns, changing political processes, increasing role of governments in business, evolving organizational structures, and other similar issues. With this philosophical framework as its driving force, the MBA program at the University of Massachusetts Lowell prepares graduates to become leaders in a wide variety of commercial, industrial and governmental settings.

Additionally, three elective courses allow students to tailor their program to their specific professional needs. The awarding of the MBA degree signifies that the student has developed integrative skills in problem solving and decision making and can relate these skills to all functional areas of business. The development of this expertise entails an examination and application of advanced analytical tools.

Entrance Requirements

Application to the MBA program utilizes a rolling admissions policy and is open to students who have earned a 4-year baccalaureate degree. An aptitude for management decision-making and demonstrated academic ability are the most important qualifications for
admissions. It is also required that applicants have an adequate mathematics background. Applicants should submit, along with their graduate school application, an official transcript of grades from their undergraduate institution(s), an official Graduate Management Admission Test (G.M.A.T.) score (the Graduate Record Examination is not an acceptable alternative), three letters of recommendation, (letters of recommendation from work related sources are preferred), a resume, and a one-page written statement of academic and career goals. Students for whom English is not their national language must also submit an official score report for the Test of English as a Foreign Language (TOEFL).

Part-time and Full-time Study

MBA students may attend either full-time or part-time. On campus courses meet during the evening hours beginning at 6PM. Most courses are currently also offered in an online format. Courses are offered in the fall, spring, and summer semesters. A minimum full-time course load is considered to be 9 credits. Full-time students usually complete their degree requirements in two years. Part-time students must complete their degree requirements within five years.

Admission to MBA Courses

MBA advanced core courses are open only to Manning School of Business graduate students who are fully matriculated degree candidates.

Residency Requirement

To be recommended for the MBA degree, students are required to complete a minimum of ten courses (30 credits) beyond the Foundations Core in the MBA program at the University of Massachusetts Lowell. Only under special circumstances, and with prior approval, are students permitted to complete courses at other institutions.

Curriculum Requirements

The MBA program consists of twelve credit hours of foundation core courses which may be waived through previous undergraduate work, and thirty credit hours (10 courses) of advanced courses and electives, for a total of 42 credit hours.

Prerequisite Courses:

- Microeconomics (49.201)
- Statistics (49.211)

Foundations Core Courses (8-week Courses):

(six 2-credit courses - 12 credits total)

- 60.501 Financial Accounting
- 61.501 Business Financial Analysis
- 62.501 Marketing Fundamentals
- 63.501 Operations Fundamentals
- 66.501 Organization Behavior
- 66.511 Global Enterprise and Competition

Guidelines for Graduate Equivalency Credit of Foundation Core Courses:

The maximum number of courses that can be given equivalency credit is 12 credits. A student accepted to the UMass Lowell MBA program may request equivalency credit for any of the core courses listed above. These courses may be credited with exemption (meaning a replacement course is not required) if the equivalent undergraduate course work was completed with a grade of "B" or better within the past five years. For courses taken more than five years ago with a grade of "B" or better, a student may take a written exam to demonstrate proficiency. Additionally, up to two courses for 6 credits can be transferred in from an AACSB-accredited MBA program only.

Required Advanced Core Courses:

(seven 3-credit courses - 21 credits total):

- 60.601 Accounting Information for Management Decisions
- 61.601 Corporate Finance
- 62.601 Analysis of Customers and Markets
- 63.601 Management Information Systems
- 64.601 Operations Management
- 66.601 Managing Organization Design and Change
- 66.691 Strategy Formulation and Implementation

Electives or Concentrations:

(three 3-credit courses - 9 credits total):
Concentrations

Students may choose General Business or concentrate in a particular field by taking three electives in a given area. To take electives, students must have completed the foundation core and be matriculated.

Concentrations are offered in:

- Accounting
- Finance
- Information Technology

Elective Credits - Required Total - 15

Other Requirements:

At least 2 of a student's first 4 courses must be from the five Concentration Courses listed above.

It is recommended but not required that at least 2 of a student's Elective Courses (listed above) be in Accounting.

For more information about the Master of Science in Accounting, contact:

Khondkar Karim
MSA Coordinator
Phone: 978-934-2831
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Business Management Curriculum for the Doctor of Engineering (D.Eng.) Program

American competitiveness in world markets requires both technical innovation and the business skills to bring these innovations to market profitability. The management component of the University of Massachusetts Lowell's Doctor of Engineering Program is designed to complement the technical training of the engineer with knowledge and skills in team management, financial decision making under market uncertainty, sensitivity to market needs, leading edge manufacturing techniques, and winning business strategies.

The philosophy and goals of the management component of the Doctor of Engineering program is to develop a person who can effectively extend the limits of technology both as a member of a professional work team and as a member of a global society. Today's professionals will find that, over their work lives, they will hold several different types of positions in fields using their professional education in the business world, in academia, or in other endeavors. Regardless of the environment, a core of "management" skills will be required for success. The professional must be able to understand the external and internal work environment, understand the criteria that form the basis for decisions, and understand and evaluate the implications of those decisions.

The management curriculum for the Doctor of Engineering program is six 2-credit courses and is intended to provide flexibility for the engineering students. Students may select four of the 2-credit Graduate Certificate courses which most appropriately meet their professional and educational needs. Students are encouraged to complete the remaining two courses to qualify for the Graduate Certificate in the Foundations of Business. These courses do not assume a previous knowledge of business or management subjects by the engineering student.

Master of Science in Innovation and Technological Entrepreneurship (MSITE) Degree Program

- Program of Study
- Program Core
- Program Electives
- Program Capstone
- Part-Time and Full-Time Study
- Admissions Process

From a competitive perspective, the shift from a manufacturing base to a technology-innovation and knowledge-based economy requires new skills among organizational employees. In conversations with executive staff in major companies in the region we have been told repeatedly that the region's engineers and scientists need to be entrepreneurial. As competition and costs rise, research and development efforts must clearly contribute to business growth and the company bottom line. Thus, companies are looking for technical professionals who can generate new ideas and new businesses.

The goal of the Master of Science in Innovation and Technological Entrepreneurship (MSITE) is to provide engineers, business majors and scientists with the skills and knowledge required to drive innovation in today’s collaborative, global workforce. Using a combination of class work, case work and real-world project activity, students will:

- Understand and leverage the business opportunities accompanying technology innovation within established companies and
through the launch of new ventures.

- Develop an understanding of technology innovation and entrepreneurship from both an academic and applied perspective.
- Learn how to appropriately value and finance technology innovations and new ventures.
- Develop the market research and sales skills necessary to position technology innovations to create competitive advantage.
- Develop the management skills required to identify, launch and execute innovative products, services and new ventures.
- Develop an applied understanding of the regulatory and property law issues accompanying the innovation and entrepreneurship processes.
- Develop the project management and interdisciplinary team skills required to manage in an open collaboration environment.

A graduate of the MSITE program should be prepared to manage innovation in established firms or to launch new technology-oriented ventures.

Program of Study

The MSITE consists of ten courses (30 credits), including 4 core courses (12 credits), 4 elective courses (12 credits, 6 of which must be in Engineering and/or Science) and a 2 course (6 credit) practicum. Each student will participate in the development and delivery of a team capstone project (through the 2 course practicum) which will be reviewed by an external professional panel. Complete course descriptions are available in this document (pdf).

The program is outlined below.

Program Core

12 Credits
4 courses
- 64.650 - Innovation & Emerging Technology
- 62.630 - Market Research for Entrepreneurs
- 61.640 - Financing Innovation & Tech. Ventures
- 66.630 - New Product Development

Program Electives

12 Credits
4 Courses
(2 Eng. Or Sci.)
- 66.635 - Project Management or
- 22.576 - Engineering Project Management
- 64.655 - Corporate Entrepreneurship
- 66.640 - Managing Entrepreneurial Teams
- 26.590 - Intellectual Property
- 26.537 - Business Law for Engineers
*Special Topics
Additional electives with department approval

Program Capstone

6 Credits
2 Courses
- 64.680 - Practicum I New Venture Planning
- 64.681 - Practicum II New Venture Implementation

Part-Time and Full-Time Study

Students are admitted on either a part-time or full-time basis. Courses meet during the evening hours beginning at 6 p.m., with additional online and blended course options.

Part-time students are expected to graduate within five years. For an MBA student, the full-time course load is nine credits. Degree requirements usually are completed in two years for students attending full-time.

Admissions Process

For more information on the MSITE admissions process, please visit the MSITE Prospective Student page.

60.501 Financial Accounting

Course ID: 6357
Course Details: An introduction to financial accounting within the context of business transactions and business decisions. This course is a broad introduction to using accounting information from the user's perspective with little emphasis on traditional debits, credits, journal entries and ledgers. Emphasis is placed on preparing and understanding financial statements.

Max Credits: 2
Min Credits: 2

**60.601 Accounting Information for Management Decisions**

Course ID: 6360

Course Details: Prerequisite: Student must be matriculated and must have completed foundation core courses. Focuses on the manager's view as opposed to the accountant's view of the decision process and related quantitative and qualitative information needs. The course material examines accounting information that will achieve faster, better, and cheaper operations. New strategic cost management models, such as ABC and target costing, are explored and contrasted with traditional cost approaches.

Max Credits: 3
Min Credits: 3

**60.602 Advanced Management and Sustainability Accounting**

Course ID: 37228

Course Details: In the new environment of change, accountants are increasingly called on to support strategy through increasing efficiencies and reducing costs. This course will examine the different ways that accountants can add value through an understanding of value chain activities, use of technology, and extending value chain activities to develop a sustainability strategy.

Max Credits: 3
Min Credits: 3

**60.621 Tax Factors in Business Decisions**

Course ID: 35726

Course Details:

Max Credits: 3
Min Credits: 3

**60.622 Globalization and Accounting**

Course ID: 35725

Course Details:

Max Credits: 3
Min Credits: 3

**60.623 Contemporary Accounting Issues**

Course ID: 35727

Course Details: Significant and rapid changes in accounting rules are impacting the financial reporting and analysis that management uses to make business decisions. This course will explore contemporary accounting topics that accounting professionals will face in the workplace and how the accompanying requirements are changing the way that companies and their business partners use, report, analyze, and interpret financial data. Subjects covered will vary as conditions change but may include International Financial Reporting Standards (IFRS), Fair Value Measurements, Post-Retirement Benefits, Revenue Recognition, or other current accounting topics.

Max Credits: 3
Min Credits: 3

**60.630 Taxation of Business Entities**

Course ID: 37226
Course Details: This course provides coverage of gross income and business deductions, and provides a comprehensive overview of the taxation of corporations, partnerships, and sole proprietorships. This course will also cover the history of federal taxation, estate and gift taxes, and how the taxation of business entities fits into the entire tax system.

Max Credits: 3
Min Credits: 3

60.645 Fraud Examination and Forensic Accounting

Course Details: Fraud is an extremely costly business problem. Wells, Chairman of the Association of Certified Fraud Examiners, estimates that all forms of corporate dishonesty from "cooking the books" to embezzling could run as high as $660 billion annually. Business owners, executives, managers and accountants will benefit from understanding the causes, types and scope of fraud, fraud prevention, fraud detection, and fraud investigation. This course will cover management fraud, employee embezzlement and other types of fraud. The principles and methodology of fraud prevention, detection and investigation (e.g., forensic accounting) will be discussed.

Max Credits: 3
Min Credits: 3

60.655 Advanced Auditing

Course Details: This course provides a more in-depth study of auditing topics including audit planning, evidence gathering and evaluation, professional standards and regulatory agencies, and a practical approach to accounting and auditing research. Applications will be drawn from public and private sector audits.

Max Credits: 3
Min Credits: 3

60.677 Directed Study: Accounting

Course Details:

Max Credits: 3
Min Credits: 3

60.720 Fraud Examination

Course Details: Fraud is an extremely costly business problem. Wells, Chairman of The Association of Certified Fraud Examiners, estimates that all forms of corporate dishonesty from "cooking the books" to embezzling could run as high as $660 billion annually. Business owners, executives, managers and accountants will benefit from understanding the causes, types and scope of fraud, fraud prevention, fraud detection, and fraud investigation. This course will cover management fraud, employee embezzlement and other types of fraud. The principles and methodology of fraud prevention, detection and investigation will be discussed.

Max Credits: 3
Min Credits: 3

61.501 Business Financial Analysis

Course Details: Introduces students to the finance function in a firm. Students are exposed to a variety of analytical techniques and to theory applied to financial decision making. Study will include effects of major financial decisions such as investment, financing and dividends on the value of a firm, in the light of their risk-return relationship under the assumption that the maximization of shareholder wealth is the goal of management. Pre-requisites: MBA or Certificate Programs or Permission of MBA Director.

Max Credits: 2
Min Credits: 2
61.601 Corporate Finance

Course ID: 6404

Course Details: Relates working capital strategy, capital investment analysis, long-term financing, and capital structure decisions in a risk-return framework to the dynamics of the firm and the market in which it operates.

Max Credits: 3
Min Credits: 3

61.610 Global Financial Markets and Monetary Policy

Course ID: 6405

Course Details: This course examines the interactions between changing perceptions of macroeconomic conditions and movements in the prices and yields on financial market instruments. The orientation of this course is heavily institutional with emphasis on helping students develop a "Wall Street" perspective on asset choice and the likely impact of macroeconomic conditions and policies on financial market prices. At the same time, the dependence of macroeconomic policy outcomes on global financial markets' expectations of future real growth in the US and in the world economy, expectations of inflation, sovereign default risk and of interest rates will be stressed. This course should help students understand the macroeconomic and policy determinants of the interest rate environment in which corporate financing decisions occur.

Max Credits: 3
Min Credits: 3

61.640 Financing Innovation and Technology Ventures

Course ID: 35577

Course Details: This course focuses on strategies for financing innovation and new technology ventures both within a firm and on a stand-alone basis. Topics covered will include: different types of business organizations; different sources of funding including internal sources and external sources such as angel investors, venture capitalists, etc.; short-term and long-term financial planning and forecasting; business valuation; term sheet negotiation and exit strategies including mergers and acquisitions and IPOs. Each aspect of the course will be covered within the context of a business plan and venture life-cycle.

Max Credits: 3
Min Credits: 3

61.675 Financial Derivatives

Course ID: 35765

Course Details:

Max Credits: 3
Min Credits: 3

61.677 Independent Study: Finance

Course ID: 6408

Course Details: Pre-Requisites: MBA Foundation Core and 61.601, or permission of MBA Coordinator.

Max Credits: 3
Min Credits: 3

61.691 International Finance

Course ID: 6410

Course Details: The international dimension of the finance function of the firm. Financial constraints of the international environment and their effect on the standard concepts of financial management. The techniques of adapting risk analysis to the international situation. Study of international currency flows, monetary systems, forward cover and international banking policies.

Max Credits: 3
61.735 Portfolio Investment and Security Analysis

Course ID: 6416

Course Details: This course develops investment theory as applicable to portfolio management and securities selection. Topics covered include identification of investor goals, identification of investment opportunities in real and financial assets under volatile capital market conditions as well as analysis and decision making under conditions of certainty and uncertainty. Related concepts include technical analysis and fundamental analysis, pyramid approach to investing, changing risk and return through asset allocation and portfolio formation, valuation of basic securities and rebalancing of portfolios.

Max Credits: 3
Min Credits: 3

62.501 Marketing Fundamentals

Course ID: 6450

Course Details: Describes how marketing strategies and plans of a competitive enterprise are formulated, implemented, and adjusted over time. Behavioral and quantitative aspects are covered, as well as analysis of the environmental forces affecting marketing decisions. Pre-requisites: MBA or Certificate Programs, or Permission of MBA Director.

Max Credits: 2
Min Credits: 2

62.601 Customers And Markets

Course ID: 6452

Course Details: Prerequisite: Student must be matriculated and have finished foundation core. Pursues the development of comprehensive and integrated marketing plans using industry/competitor analysis, market value chains, and forecasting. An emphasis is given to business-to-business marketing situations which require an in-depth analysis of the firms' complex organizational behavior and evolving buyer-seller relationship.

Max Credits: 3
Min Credits: 3

62.630 Market Research

Course ID: 35578

Course Details: In this course students will learn and apply various marketing research techniques that will enable them to make soundly based decisions about new products or services in either an existing firm or new venture. Some of the topics covered include: assessing customer needs, estimating market demand, deciding the features of a proposed product/service and the price that would be most attractive in its target market. The course will provide students with an overview of key marketing concepts, and understanding of the statistical methodology behind market research techniques and practical application of these techniques through cases and projects.

Max Credits: 3
Min Credits: 3

62.670 International Marketing

Course ID: 6461

Course Details:

Max Credits: 3
Min Credits: 3

62.677 Independent Study: Marketing

Course ID: 6462
Course Details: Pre-Requisite: MBA Foundation Core and 62.601 or permission of MBA Coordinator.

Max Credits: 3
Min Credits: 3

**62.688 Current Topics in Marketing**

Course ID: 6464

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

**63.501 Operations Fundamentals**

Course ID: 6513

Course Details: Provides students with an introduction to operations management and operations analysis. The latter furnishes the student with a set of quantitative tools which are useful in designing and operating the former. These techniques are also generally applicable to other functional areas/courses within the MBA Program. Pre-requisites: MBA or Certificate Programs, or Permission of MBA Director.

Max Credits: 2
Min Credits: 2

**63.601 Management Information Systems**

Course ID: 6516

Course Details: Examines computer technologies, database management, and data communications as vehicle to improve and/or restructure business processes and decision making effectiveness to create competitive advantage.

Max Credits: 3
Min Credits: 3

**63.610 Information Technology Infrastructure**

Course ID: 37589

Course Details: This course examines in detail, the two major technologies for establishing the Information Technology (IT) architecture & Infrastructure in an organization. Topics include Multi-user Database environments, review of IT architectures, the migration of legacy systems, network (WAN, LAN) design, deployment, and management, and role of the Internet, Extranet, and Intranet.

Max Credits: 3
Min Credits: 3

**63.630 E-business**

Course ID: 30437

Course Details: This course provides a foundation on digital commerce and e-business for MBA students. It will cover both technological and managerial aspects of managing e-business operations in either a traditional or pure "dot.com" organization. Issues covered include interactive marketing and market-spaces, agent-based commerce and intelligent markets, electronic shopping carts, user interface issues, EDI transaction via Extranets, database interfaces, personalization and targeted communications, security, encryption, and payment systems, privacy and intellectual property.

Max Credits: 3
Min Credits: 3

**63.640 Enterprise System Management**

Course ID: 30883
Course Details: This course, an MBA elective, will focus on Enterprise Resource Planning (ERP) systems that integrate information spanning the functional boundaries within an organization. ERP systems include like SAP/R3, PeopleSoft, Oracle, and Customer Relationship Management (CRM) like Seibel, Tariva, etc. The goals of the course are to help students understand ERP systems and their underlying components and technologies, the implications of implementing ERP in organizations. Course will cover management and technical issues during the pre-implementation, installation, and post-installation stages of the ERP and/or CRM software in organizations. This course will cover topics such as: ES planning, business process re-engineering, selection of ES software and vendors, role of outside consultants, budgeting and resource planning, systems conversion, testing, user training, stabilization, role of top management, IT staff, consultants, design teams, and employee, and other topics.

Max Credits: 3
Min Credits: 3

63.671 Operations Management

Course ID: 34656

Course Details: Examines the strategic and tactical operations processes of manufacturing and service firms that foster global competitiveness. This course focuses on traditional and newer approaches including just-in-time, total quality management, MRP, flexible manufacturing systems, and capacity and management that lead to an integrated operations strategy. Cost reductions, flexibility, and market responsiveness are also considered.

Max Credits: 3
Min Credits: 3

63.688 Current Topics in Management Information Systems

Course ID: 6524

Course Details: Selected topics having current and future impact in the field of MIS. Subject matter to be announced in advance.

Max Credits: 3
Min Credits: 3

63.690 Managerial Quality Control

Course ID: 6525

Course Details:

Max Credits: 3
Min Credits: 3

63.779 Independent Study: Operations Management

Course ID: 6534

Course Details: Pre-requisites: MBA Foundation Core and Permission of MBA Coordinator

Max Credits: 3
Min Credits: 3

63.798 Independent Study in Management Information Systems

Course ID: 6538

Course Details:

Max Credits: 3
Min Credits: 3

64.640 New Venture Creation

Course ID: 37840

Course Details: This course is designed for students who are interested in entrepreneurship. The focus is on entrepreneurship as
generic activity. It explores the opportunities and challenges face by individuals who seek to start a new ventures and the probable career development paths that are available. For those who may be interested in starting or running a new business, the course will provide an essential foundation for this process, identify the skills and resources required, and explore the opportunities available to the young entrepreneur.

Max Credits: 3
Min Credits: 3

64.650 Innovation and Emerging Technology

Course ID: 35579

Course Details: This course examines technological innovation and its relationship to value-creation and business strategy. Emphasis is placed on emerging scientific and technical innovations and the opportunities and challenges they present to both existing businesses and new venture entrepreneurs. The overall goal of this course is to help you to understand, appreciate and learn to manage the technology innovation process. 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

64.655 Corporate Entrepreneurship

Course ID: 35580

Course Details: This course focuses on entrepreneurship in established companies. Corporate Entrepreneurship (CE) is a process by which companies adopt a conscious strategy to encourage creativity, innovation, outside-the-box thinking, experimentation and risk taking. As a result, companies promoting and implementing CE strive for competitive advantages in rapidly changing global markets. The course will cover components of CE, developing & implementing CE strategies and managing CE.

Max Credits: 3
Min Credits: 3

64.680 Practicum I - New Venture Planning

Course ID: 35581

Course Details: The first of two practicum courses focusing on technology commercialization, business planning and initial incubation of an early-stage business; and development of an investment proposal to launch a new business. Student teams will be working hands-on to explore, identify and analyze the path "from Idea to Market" for technology and research projects. They will evaluate selected technology and research projects for commercial applications; explore different options available to productize & introduce products to market; complete a new venture business plan where appropriate; and potentially launch or participate in launching a new business. Practicum I and II will be offered as continuous courses over two consecutive semesters. Each student team will be assigned to a faculty member who will guide them throughout the practicum experience.

Max Credits: 3
Min Credits: 3

64.681 Practicum II - New Venture Implementation

Course ID: 35582

Course Details: The second of two practicum courses focusing on technology commercialization, business planning and initial incubation of an early-stage business; and development of an investment proposal to launch a new business. Students will be working hands-on to explore, identify and analyze the path "from Idea to Market" for technology and research projects. They will evaluate selected technology and research projects for commercial applications; explore different options available to productize & introduce products to market; complete a new venture business plan where appropriate; and potentially launch or participate in launching a new business. Practicum I and II will be offered as continuous courses over two consecutive semesters. Each student team will be assigned to a faculty who will guide them throughout the practicum experience.

Max Credits: 3
Min Credits: 3

64.688 Current Topics in Entrepreneurship

Course ID: 35586
Course Details: Topics of current interest in Entrepreneurship, Innovation and Technology Management. Subject matter to be announced in advance.

Max Credits: 3
Min Credits: 3

64.699 Independent Study

Course ID: 6584
Course Details:
Max Credits: 3
Min Credits: 3

66.501 Organizational Behavior

Course ID: 6680
Course Details: Introduces students to management and organizational behavior. Its general purpose is to study and understand the behavior of individuals and groups in organizations. It is directed toward behavioral action components and emphasizes the close relationship between the study of organizational behavior and the practice of management. Pre-requisites: MBA or Certificate Programs, or Permission of MBA Director.

Max Credits: 2
Min Credits: 2

66.511 Global Enterprise and Competition

Course ID: 6682
Course Details: To be taken as last course in foundation core. Is an integrated investigation of global competitive issues to help students understand the processes of organization and technological innovation which permit businesses to achieve competitive advantages in a global environment. This course also deals with the nature and techniques of industry analysis necessary to the formulation of effective global strategy for the firm.

Max Credits: 2
Min Credits: 2

66.601 Managing Organizational Change

Course ID: 6686
Course Details: Examines how business enterprises are designed, managed and changed to operate efficiently and perform effectively within their competitive environments. It critically examines organizations that vary in terms of such characteristics as size, complexity, goals, and technology as they operate under different circumstances and at various stages of their life cycles. The role and impact of individual managers receive particular attention.

Max Credits: 3
Min Credits: 3

66.630 New Product Development

Course ID: 35583
Course Details: This course will enable students to understand the complexities involved in new innovation and technology-based product development. Through examples and exercises, students will be exposed to such topics as creative problem solving, customers/suppliers/partners involvements and inputs processes, integration among all functions, building and managing cross functional teams, rapid prototyping and development, creating a learning organization and measurements.

Max Credits: 3
Min Credits: 3

66.635 Project Management
Course ID: 35584
Course Details: This course will focus on managing innovation and technology projects and the critical role that a project manager plays in successful execution. Topics included in the course are: project planning, deliverables, managing quality, change management, documentation, communication, risks management, project team and human resource management approaches and creating and managing expectations.
Max Credits: 3
Min Credits: 3

66.640 Building and Managing Teams
Course ID: 35585
Course Details: One critical determinant of success in an on-going corporate venture or launch of a new product, service or company is the performance of teams. This course examines the key roles of leader and follower in the development of project teams in both start-ups and existing companies. It will address issues relating to team composition, team member capabilities, and team dynamics as teams develop and change over time. Emphasis is placed on acquiring the interpersonal, communication and collaboration skills necessary for effective team performance.
Max Credits: 3
Min Credits: 3

66.645 Advanced Professional Communication
Course ID: 35731
Course Details:
Max Credits: 3
Min Credits: 3

66.655 Mid-Management Skills for the New Business Environment
Course ID: 35730
Course Details: This reading and discussion course for advanced MBA students explores the new skill and performance requirements imposed on middle managers by globalization and technology. Particular attention is given to emerging organizational forms that expand the emphasis on such things as individual free agency, the creation and synthesis of innovations, internal entrepreneurship, influence without authority and the coordination of activities over remote work sites.
Max Credits: 3
Min Credits: 3

66.677 Independent Study: Management
Course ID: 6702
Course Details: Prerequisite: MBA Foundation Core and 66.601, or permission of MBA Coordinator
Max Credits: 3
Min Credits: 3

66.688 Current Topics in Management
Course ID: 6703
Course Details: Topics of current interest in Management. Subject matter to be announced in advance. For a current semester course title, please log onto ISIS, the Inter-Campus Student Information System.
Max Credits: 3
Min Credits: 3

66.691 Strategy Formation and Implementation
Course ID: 6705

Course Details: Reviews strategies for positioning a firm within its competitive environment. Fundamental concepts in strategic management; role of the CEO, levels and components of strategy, competitive analysis, and formulation and implementation of strategy are explored. Pre-Requisite: MBA Advanced Core.

Max Credits: 3
Min Credits: 3

66.725 Negotiations

Course ID: 6716

Course Details: Pre-Requisite: MBA Foundation Core.

Max Credits: 3
Min Credits: 3

60.603 Accounting Information Systems

Course ID: 37222

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

60.612 Advanced Cost Management

Course ID: 6361

Course Details: An examination of cost data in ambiguous situations to assist managers in decision-making and strategy implementation. Emphasis is placed on advanced cost management for strategic planning, management control and, performance evaluation in multinational business entities.

Max Credits: 3
Min Credits: 3

60.641 Corporate Financial Reporting II

Course ID: 37225

Course Details: Corporate Financial Reporting - II is a comprehensive analysis of financial accounting topics involved in preparing financial statements and in external reporting that began in Corporate Financial Reporting- I. It includes topics such as current and long term liabilities and contingencies; stockholders' equity; dilutive securities and earnings per share calculations; investments; pensions; leases, financial statement analysis; the statement of cash flows; and full disclosure in financial reporting.

Max Credits: 3
Min Credits: 3

60.650 International Accounting

Course ID: 37224

Course Details: This course integrates International Financial Reporting Standards (IFRS) into a financial accounting course and leverages comparisons between US GAAP and IFRS (the two most commonly applied sets of accounting standards in the world) to enhance the development of a "critical thinking" approach to financial accounting and reporting. The goal of the course it to enhance student understanding of the links between the underlying transactions, the application of reporting standards for those transactions, and the financial reports obtained from a global/international perspective. Accounting standards set in the US and internationally (US GAAP and IFRS) are guided by general concepts but the specifics of the standards, and national cultures across different countries and geographical areas. In this course, we will consider those differences to better understand both US GAAP and IFRS accounting standards and the financial reports produced by then. In addition, the course will provide students with a basic understanding of IFRS, a relatively new set of accounting standards gaining wide acceptance throughout the world and being considered for adoption within the US.
Max Credits: 3
Min Credits: 3

61.688 Current Topics in Finance
Course ID: 6409
Course Details: Topics of current interest in Finance. 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

61.801 Technology Adoption Finance
Course ID: 6424
Course Details:
Max Credits: 3
Min Credits: 3

62.615 Sustainable Marketing
Course ID: 35711
Course Details:
Max Credits: 3
Min Credits: 3

62.625 Marketing Intelligence
Course ID: 35712
Course Details:
Max Credits: 3
Min Credits: 3

63.620 Information Technology Project Management
Course ID: 35732
Course Details: Application and integration of the project management body of knowledge (PMBOK) areas to managing information technology (IT) projects. Focuses on project management tools and techniques for defining and managing the project's goal, scope, schedule, and budget. Other topics include quality management, risk management, change management, and knowledge management as they are related to IT projects.
Max Credits: 3
Min Credits: 3

63.709 Independent Study in Management Information Systems
Course ID: 6527
Course Details: An opportunity for the student to carry out individualized study relating to the field of Management Information Systems under the supervision of a member of the faculty. Pre-requisites: MBA Foundation Core and Permission of MBA Coordinator
Max Credits: 3
Min Credits: 3

64.740 Technology Commercialization
Course ID: 36952

Course Details: The course examines extant literature on bringing technology from concept to commercialization. It will draw from various streams of literature including but not limited to invention, product development, technical and market feasibility analysis, intellectual property acquisition, business planning, and venture funding. We will also examine research that focuses on the vehicles for innovation, such as incubators, university-private partnerships, innovation clusters, open innovation.

Max Credits: 3

Min Credits: 3

64.741 Corporate Entrepreneurship

Course ID: 36953

Course Details: The course investigates the extant literature on innovation within the confines of an established organization. Corporate entrepreneurship is concerned with firm level entrepreneurship, specifically the notion of strategic renewal. Specific attention will be paid to underlying theoretical constructs associated with innovation, such as risk, culture, top management disposition, as well as their effect on organizational performance.

Max Credits: 3

Min Credits: 3

64.901 Research Seminar: Industrial Competition

Course ID: 6592

Course Details:

Max Credits: 3

Min Credits: 3

65.612 Dynamics: Competition And Cooperation

Course ID: 6604

Course Details:

Max Credits: 3

Min Credits: 3

66.504 Curricular Practical Training

Course ID: 37811

Course Details: An internship, practicum or other type of employment that is either required by the student's academic program or an experience for which a student receives academic credit. To be eligible the student must be in legal F-1 status and have been enrolled full-time for one academic year. CPT work experience must be in the student's field of study and contain a curricular component. Contact the Manning School of Business Graduate Programs office for additional details.

Max Credits: 1

Min Credits: 1

66.607 Independent Study in MIS

Course ID: 6689

Course Details:

Max Credits: 3

Min Credits: 3

66.715 Managing Quality In Comp Or
Course Details:
Max Credits: 3
Min Credits: 3

**66.730 Research Design Methods I**

Course ID: 36925

Course Details: Seminar will address study design, including but not limited to methods, hypothesis development and testing, reliability, and validity.
Max Credits: 3
Min Credits: 3

**66.733 Research Design Methods II**

Course ID: 36926

Course Details: Expanding beyond Research Design Methods I Student will begin the design of a research project which considers the range of research methodologies and the implications of their use.
Max Credits: 3
Min Credits: 3

**MB.507 Pre Req Statistics 49.211**

Course ID: 32543

Course Details: Pre Req Statistics 49.211
Max Credits: 0
Min Credits: 0

**61.740 Corporate Finance Theory**

Course ID: 36933

Course Details: This course covers topics in corporate finance including agency theory, theory of the firm, market for corporate control, financing policy, and dividend policy, among others.
Max Credits: 3
Min Credits: 3

**61.741 Investments Theory**

Course ID: 36934

Course Details: This course covers topics in optimal portfolio choice and asset pricing including discrete-time and continuous time models for portfolio choice and security prices, Black-Scholes model of asset pricing, and general-equilibrium asset pricing models, among others.
Max Credits: 3
Min Credits: 3

**61.742 Empirical Research in Finance**

Course ID: 36935

Course Details: This course introduces students to empirical research in finance. It covers applications of econometric methods in finance including both time-series and panel data econometrics.
Max Credits: 0
Min Credits: 0
### 61.743 Seminar in Corporate Finance

Course ID: 36936

Course Details: This course is a doctoral level seminar covering both theoretical and empirical research in the area of corporate finance.

Max Credits: 3  
Min Credits: 3

### 61.744 Seminar in Investment Analysis

Course ID: 36948

Course Details: This course is a doctoral level seminar covering both theoretical and empirical research in the area of investments and asset pricing.

Max Credits: 3  
Min Credits: 3

### 61.745 Econometrics III

Course ID: 36949

Course Details: This course is a doctoral level seminar covering quantitative methods that are requisite for publishing in high level finance journals.

Max Credits: 3  
Min Credits: 3

### 61.746 International Finance Research

Course ID: 36971

Course Details: The doctoral seminar provides an extensive survey on theory and empirical research in international finance, such as international investments and implications for the theory of corporate finance in a global business environment. It covers various international financial management topics related to international capital markets, foreign exchange rate determination and global financial management. The aim of the doctoral seminar is to help students develop an advanced understanding of theory, concept development, research design, and research results within the field of international management.

Max Credits: 3  
Min Credits: 3

### 61.780 Market Microstructure

Course ID: 36979

Course Details: This course examines trading mechanisms for financial securities. Topics of study include both theoretical models and the empirical research to test these models.

Max Credits: 3  
Min Credits: 3

### 61.781 Behavioral Finance

Course ID: 36980

Course Details: This course covers both the theoretical and the empirical research in finance. It includes introduction to the psychology evidence relevant to finance and focuses on recent research in this area.

Max Credits: 3  
Min Credits: 3
61.782 Financial Derivatives

Course Details: This course is an in-depth analysis of contingent claims valuation. Financial assets considered will include European and American style options, forwards, futures, swaps, real options, and corporate securities.

Max Credits: 3
Min Credits: 3

61.783 International Financial Management

Course Details: This course investigates issues in corporate financial management for multinational firms including foreign exchange forecasting and risk management, multinational capital budgeting, multinational capital structure, and international financial markets.

Max Credits: 3
Min Credits: 3

61.784 Special Topics in Finance

Course Details: This is a doctoral level course covering both theoretical and empirical research in an area of finance as determined by the instructor.

Max Credits: 3
Min Credits: 3

62.740 International Marketing Research

Course Details: The doctoral seminar is designed to expose students to the cutting-edge research in marketing models and discuss the relevance and implications of these marketing theories in a global business environment. It covers various research topics including pricing, new product development, marketing, brand management, and consumer behavior in a cross-national setting, with emphasis on developing a critical understanding of theory, concept development, research design, and research results within the field of international marketing.

Max Credits: 3
Min Credits: 3

63.730 Advanced Data Management

Course Details: This course provides students with in-depth knowledge for modeling, designing, implementing, and managing database systems for operational and decision support purposes. Topics covered include relational database model, entity-relationship modeling, normalization, SQL language, data warehousing, data quality and integration, data and database administration, and object-oriented database.

Max Credits: 3
Min Credits: 3

63.735 Advanced Systems Development Methodology

Course Details: This course emphasizes the theory and applications for business systems development. Application development strategies. Application system development management. Individual behavior and group dynamics in the development process. Systems implementation and operation. Students learn concepts in a systematic approach to the analysis, design, implementation and maintenance of information systems. Students apply these principles in projects to improve the quality of their development process and final products. Students produce and evaluate artifacts (constructs, models, methods, tools) that enable more efficient and effective information systems to be developed.
63.740 Advanced Data Communications and Networking Technologies

Course Details: This course provides a comprehensive overview on modern Business Data Communications and Networking technologies. Internet-based information systems play a vital role in the production, management, creative marketing, and delivery of financial services today. This course explores the principles and applications of data communications in organizations. The student is led from the foundation networking principals into the more advanced networking concepts and applications such as Semantic Web, Web Services, and Cloud Computing. The students will learn how these technologies were designed and implemented as well as how they are used in business to support various strategies and gain competitive advantages.

Max Credits: 3
Min Credits: 3

63.745 Electronic Commerce

Course Details: This course provides a foundation on digital commerce and e-business for PhD program. It will cover both theory and practice of e-commerce (B2C), e-business (B2B) and emerging e-business technologies such as Web 2.0 and social networking, all with an organizational perceptive. Various theoretical models will be analyzed on topics such as e-strategy, interactive/e-marketing and supply-chain, agent-based commerce and intelligent markets, shopping carts and payment systems, user interface design, EDI transactions and Extranehs, personalization and privacy security, encryption, and intellectual property. Students will be assessed through research paper and exams.

Max Credits: 3
Min Credits: 3

63.750 Seminar in Information Systems Research

Course Details: This course focuses on the contemporary topics in information systems research. The materials discussed in this course will be selected from leading IS research publications. Subject areas may be organizational, social, or technological in nature. Research methodologies may be empirical, computational or economics oriented. This course will normally be taught by multiple faculty members jointly.

Max Credits: 3
Min Credits: 3

63.755 Business Intelligence and Data Mining

Course Details: This Course introduces the concepts and technologies of business intelligence and data mining. The course studies how data-oriented business intelligence techniques can be used by organizations to gain competitive advantages, as well as how to design and develop these techniques. Topics include classification, clustering, association analysis, prediction, and text and web mining. Data-mining related ethical issues will also be discussed.

Max Credits: 3
Min Credits: 3

63.760 Enterprise Information Systems

Course Details: This course will focus on Enterprise Systems such as Enterprise Resource Planning (ERP) systems and customer relationship Management (CRM) that integrate information spanning the functional boundaries (cross-functional) within an organization and link them with customers. This course will analyze theory and practice of implementing enterprise systems and their underlying components and technologies, their implications organization change and business processes. Students will be assessed through research paper and exams.

Max Credits: 3
63.765 Global Supply Chain Management

Course ID: 36987

Course Details: This course provides a foundation on global supply chain management (GSCM) for the Ph.D. program. The course explores the interconnections and dependencies among marketing, finance, operations, and information systems with respect to GSCM. It covers topics related to the design of global facility networks, logistical planning across borders, and financial and accounting considerations such as duties, tax differentials, and exchange rates. In addition, the course will analyze the benefits and risks associated with outsourcing and offshoring and explore the importance of information technology and Enterprise Resource Planning (ERP) in managing global supply chains. Finally, it will address recent trends in designing sustainable supply chains and managing financial, economic, and political risk throughout the supply chain. Students will be assessed through research papers and exams.

Max Credits: 3
Min Credits: 3

63.770 Information Privacy and Security

Course ID: 36988

Course Details: This course examines information privacy and security from various perspectives. The course provides students with in-depth understanding of the privacy and security issues due to advances in information technology, as well as related legal, organizational, social and economic implications and consequences. The course also explores approaches to analyze, design and implement the privacy and security components/functions of information systems.

Max Credits: 3
Min Credits: 3

63.780 Information Technology Project Management

Course ID: 36989

Course Details: This course covers the concepts, practices, processes, tools, techniques and resources used by information system (IS) project managers. The entire project life cycle will be covered from project initiation to project termination. The course will closely apply the framework of the Project Management Body of Knowledge (PMBoK) to carry out IT projects. The course will focus on how to manage the scope, schedule, budget and change of projects, with research emphasis on information systems and information technology projects.

Max Credits: 3
Min Credits: 3

63.785 Knowledge Management

Course ID: 36990

Course Details: Knowledge management capability is essential to an organization's knowledge transfer, adaptation to rapidly changing environments, and the creation of innovative products and services to enhance organizational productivity and competitiveness. Knowledge management has considerable appeal to high-tech firms as a strategy to improve group collaboration, support virtual teams, and engage communities. This course explores the theory and practice of knowledge management with emphasis on research in the field.

Max Credits: 3
Min Credits: 3

63.795 Strategic Information Systems

Course ID: 36991

Course Details: This course will focus on Strategic Information Systems such as Decision Support Systems, Executive Information Systems, and Knowledge Management Systems. The course introduces students to the theories and principals of Strategic Information Systems as well as the technologies used to design and implement such systems. The social, ethical, and global issues involved with Strategic Information Systems will also be discussed.

Max Credits: 3
66.652 Human Resources Management
Course Details:
Max Credits: 3
Min Credits: 3

66.728 Organization Theory
Course Details: This course is a basic survey of theory and research on macro-organizational issues. It examines organization design, relations between organizations and environments, and inter-organizational relationships. The emphasis is on the behavior of organizations as systems and on their linkages to the larger context within which they operate. The course examines such topics as: organizations as open systems, as institutions, as elements in ecological systems and other perspectives that address organizations and their dynamics.
Max Credits: 3
Min Credits: 3

66.734 Qualitative Research Methods
Course Details: The purpose of this course is to introduce doctoral students to the field of qualitative research, in order to prepare them to undertake independent research using this methodology. Students in this course will learn about the historical and theoretical foundations of this methodology and principles for research design in qualitative research; and gain skill in multiple data collection techniques. Significant attention will be given to issues of analysis and interpretation.
Max Credits: 3
Min Credits: 3

66.735 Managerial Research Seminar
Course Details: The course will involve an ongoing monthly presentation from across scholarly disciplines. Speakers will be drawn from local, national, and international universities. Attendance will be mandatory; PhD students should gain an appreciation for high level scholarship.
Max Credits: 3
Min Credits: 3

66.740 Leadership Theory & Principles
Course Details: This course will help students develop a strong understanding of the theoretical lineage of leadership, from great man theory and trait theory up until more recent dynamic leadership theories. In addition to an understanding of the historical theoretical development, students will also gain an appreciation of current knowledge concerning leadership.
Max Credits: 3
Min Credits: 3

66.741 Leadership & Decision Making
Course Details: This course will examine the manner and nature in which leaders make decisions, specifically decisions as it relates to the larger organization. The course will draw from a diverse spectrum of organizational theories, such as economics, behavioral economics, and psychology. Additionally, we will examine the manner which heuristics, bias and perception influence otherwise
rationale decisions. The course will also examine decision making dynamics within the confines of senior leadership teams.

Max Credits: 3
Min Credits: 3

66.742 Leadership & Change Management

Course ID: 36965

Course Details: The course will focus on research that examines leaders within the context of organizations that are undergoing significant change and restructuring initiatives. Specific attention will be paid to the moderating role of leadership on change and organizational outcome. Numerous research streams will be examined including but not limited to leaders ability to interpret shifts in the environment, leaders role in various phases of the change process, the role of leaders in addressing culture within change efforts, and leaders’ ability to manage continuous change and strategic renewal.

Max Credits: 3
Min Credits: 3

66.743 Leadership & Ethics

Course ID: 36966

Course Details: This course will focus on ethics as it pertains to organizational leaders. Theoretical principles underlying business ethics, specifically as it related to organizational leaders will be addressed, such as the role leaders play in establishing ethics within the organization, the manner in which ethics impacts top management team decision making, and ethical culture.

Max Credits: 3
Min Credits: 3

66.744 Independent Study

Course ID: 36968

Course Details: Students will be expected to establish a relationship with a faculty member and develop and submit a paper to a top academic conference within their first two years.

Max Credits: 3
Min Credits: 3

66.750 Macro, Industry, & Competitive Dynamics

Course ID: 36950

Course Details: The course focuses on the broader industry dynamics associated with the manner and nature that technology industries evolve. Focus will put on macro level theoretical explanations for industry development, such as creative destruction, the s-curve, and industry structure. Additional topics may include first mover advantages and innovation, dynamic capabilities and knowledge-based theories of competence, strategic groups, competitor analysis and inter-firm rivalry, entry and exit strategies within an industry, strategic flexibility, and cooperative strategy including strategic networks, alliances and joint ventures.

Max Credits: 3
Min Credits: 3

66.751 Public & Business Policy Practicum

Course ID: 36951

Course Details: Examines the larger context of technology, specifically the role that government policy plays in stimulating technology industry clusters. The course will focus on public policy, public economics, and drivers for government support. Specific attention will be paid to research that examines national and regional competitiveness, as it related to role of state and federal government. The class will address comparative policies with other developing economics, such as China and India. Significant emphasis will be placed of the competitiveness of the U.S. technology industries, such as pharmaceuticals, information technology, etc. Students will be expected to put forth original research that addresses current public and business policy concerns, such as whether or not the United States is in decline? Such introspection is not only meant to be provocative, but relevant to the current discussion going on in business policy and public policy circles.

Max Credits: 3
Min Credits: 3

**66.760 International Business Research**

Course ID: 36969

Course Details: The aim of the doctoral seminar is to help students develop an advanced understanding of the evolution of international business theories and the present state of international business literature. It introduces a variety of economic and management theories as well as their relevance and application in the field of international business, including models of international trade, product cycle model, competitive advantage model, eclectic paradigm, etc. The course also discusses selected research topics on international trade, international production, and multinational enterprise practices with emphasis on theoretic contributions to international business study.

Max Credits: 3

Min Credits: 3

**66.761 International Management Research**

Course ID: 36972

Course Details: This seminar provides an in-dept review of the evolution of the multinational enterprise and the theoretical and empirical literature on international management research. It introduces multiple theoretical lenses through which multinational enterprise management practices can be studied, including international economics, organizational behavior, strategic management, organizational theory, and public policy. The topics include culture, global corporate strategy, cross-cultural communication and negotiation, corporate governance and organizational form cross-nationally and international human resource management issues. It emphasizes on developing a critical understanding of theory, concept development, research design and research results within the field of international management.

Max Credits: 3

Min Credits: 3

**66.762 International Business Research Methods**

Course ID: 36973

Course Details: The course is designed to provide students with an overview of methodologies (specifically multivariate data analysis) used in international business research. In the process, students will also tackle methods in international business research and what it takes to write a high-impact international business article.

Max Credits: 3

Min Credits: 3

**66.782 Business Policy & Strategy**

Course ID: 36984

Course Details: This course will focus on the various schools of thought for explaining firm performance variance, specifically industry structure, competitive advantage, and competitive position.

Max Credits: 3

Min Credits: 3

**60.751 Accounting Research Methodology**

Course ID: 38344

Course Details: This course situates accounting and organization management research in the context of scientific inquiry generally, and social science in particular. It introduces students to the philosophical background of epistemological and metaphysical issues, the framing of scientific research, theory development, and the formulation of testable hypotheses. Operationalization, measurement and validity issues are studied, and a wide range of research paradigms and methodologies for accounting and organization management research are introduced and illustrated.

Max Credits: 3

Min Credits: 3
63.706 Data Analytics

Course ID: 38321

Course Details: This course introduces the concepts and technologies of data analytics and data mining for transforming data into insight and business intelligence. The course studies how the data-driven analytics technologies can be used by organizations to gain competitive advantages, and how to design and develop these technologies. Topics include data integration, data transformation, prediction, classification, clustering, association, text mining, optimization, model and performance evaluation, and data-mining related privacy and ethical issues.

Max Credits: 3
Min Credits: 3

64.591 Independent Study

Course ID: 6566

Course Details:

Max Credits: 1
Min Credits: 1

61.624 Fixed Income Securities

Course ID: 38390

Course Details: Financial securities whose valuation depends on interest rates, such as Treasury securities, municipal bonds, and corporate bonds are called Fixed Income Securities. In this course, students will learn how to value and manage the risk of these securities.

Max Credits: 3
Min Credits: 3

66.784 Country/regional Studies Seminar

Course ID: 36992

Course Details: This class would primarily be an onsite placement in a country/region worked out between the student and their advising committee. Prior to the onsite placement, student would go through an in-depth review of issues related to the overseas placement: economic, technical, financial, management, political, legal, organizational formalities and issues. Of particular importance would be a demonstration of language skills necessary to work successfully in the specific area of the world.

Max Credits: 3
Min Credits: 3

60.640 Financial Accounting Theory and Research

Course ID: 37223

Course Details: A comprehensive exposure at an intermediate level to accounting theory and practice. Emphasis is placed on applying underlying accounting theory to complex accounting measurement problems. The effects of alternative methods are considered throughout the entire course.

Max Credits: 3
Min Credits: 3

64.680 Capstone I - New Venture Planning

Course ID: 35581

Course Details: Capstone I-New Venture Planning (64.680) and Capstone II-New venture Implementation (64.681) focus on technology commercialization, business planning and initial incubation of an early-stage business by project teams, and the development of an investment proposal to launch a new business. In Capstone I students will be exploring, identifying and analyzing the path ?from Idea to Market? for technology and research projects. They will evaluate selected technology and research projects for commercial applications and explore different options available to productize and introduce these projects to market. Where appropriate, teams will complete a
new venture business plan and launch a new business (Capstone II). These two courses together will comprise the M.S.I.T.E program Capstone experience and will require students to actually develop these commercialization projects. Each student team will be assigned to a faculty member(s) who will instruct and guide them throughout this process. In addition to M.S.I.T.E. students, Capstone I may be taken by M.B.A. students as an elective and students in the New Venture Certificate program.

Max Credits: 3
Min Credits: 3

64.681 Capstone II - New Venture Implementation

Course ID: 35582

Course Details: Capstone I-New Venture Planning (64.680) and Capstone II-New Venture Implementation (64.681) focus on technology commercialization, business planning and initial incubation of an early-stage business by project teams, and the development of an investment proposal to launch a new business. In Capstone I students will be exploring, identifying and analyzing the path from Idea to Market? for technology and research projects. They will evaluate selected technology and research projects for commercial applications and explore different options available to productize and introduce these projects to market. Where appropriate, teams will complete a new venture business plan and launch a new business (Capstone II). These two courses together will comprise the M.S.I.T.E program Capstone experience and will require students to actually develop these commercialization projects. Each student team will be assigned to a faculty member(s) who will instruct and guide them throughout this process. Capstone II may only be taken by students in the M.S.I.T.E. program.

Max Credits: 3
Min Credits: 3

60.761 Empirical Financial Accounting Research I

Course ID: 38567

Course Details: This is part I of a two part doctoral seminar in Empirical Financial Accounting Research. This course introduces and develops a broad understanding of empirical accounting research in financial reporting. The intent is to provide an overview of archival research and an in-depth analysis of current financial accounting research. This course will focus on the types of questions and innovative methods accounting academics are currently pursuing and developing.

Max Credits: 3
Min Credits: 3

63.708 Enterprise Systems

Course ID: 38566

Course Details: The course will focus on implementation issues with Enterprise Systems (also called Enterprise Resource planning -- ERP) which integrate the informational and functional boundaries within organization. The goals of the course are to help students understand the underlying ERP components and technologies, change management, and process integration in organization. Conceptual models will be analyzed on topics such as business process management, customer relationship management, supply chain management, privacy and security, and outsourcing issues as related to the implementation of enterprise systems. Students will be assessed through case analysis, exams, and research paper proposals.

Max Credits: 3
Min Credits: 3

63.737 Multivariate Statistical Methods

Course ID: 38569

Course Details: This course introduces statistical methods and techniques for multivariate data analysis. The course studies basic ideas underlying multivariate statistical methods and covers various applications of multivariate statistical analysis. The course discusses the design of a multivariate study, the choice of a multivariate method, the procedure of multivariate statistical analysis, and the interpretation of the analysis results. Topics include multivariate normal distribution, multivariate analysis of variance and covariance (MANOVA and MACOVA), principal components, factor analysis, structure equation modeling, canonical correlation, discriminant analysis, and cluster analysis.

Max Credits: 3
Min Credits: 3

66.730 Research Design I
Course ID: 36925
Course Details: Seminar will address study design, including but not limited to methods, hypothesis development and testing, reliability, and validity.
Max Credits: 3
Min Credits: 3

60.605 Government and Non-Profit Accounting

Course ID: 38799
Course Details: This course introduces students to financial accounting and reporting issues related to stat and local government and non-profit organizations. Students will learn how to prepare, analyze, and interpret these entities financial statements.
Max Credits: 3
Min Credits: 3

60.699 Accounting Internship

Course ID: 6369
Course Details:
Max Credits: 3
Min Credits: 3

63.707 Electronic Commerce

Course ID: 38716
Course Details: This course provides a foundation on digital commerce and e-business research for PhD. students. It will cover both technological and managerial aspects of managing e-business operations in either a pure (Dot.Com) organization or traditional organization (bricks-and-click). Issues covered include interactive marketing and market-spaces, agent-based commerce and intelligent markets, electronic shopping carts, user interface issues, EDI transaction via Extranets, database interfaces, personalization and targeted communications, security, encryption, and payment systems, privacy and intellectual property. Students will be conducting literature review in each of these key e-business areas and identify potential future research directions.
Max Credits: 3
Min Credits: 3

64.670 Global Entrepreneurship

Course ID: 38768
Course Details: This course discusses state of global entrepreneurship and the opportunities for it. It will cover different forms of global entrepreneurship, influences of macro forces and factors for global entrepreneurs consideration. The course will offer a structured approach to thinking and creating entrepreneurship beyond domestic markets and operations. It will present entrepreneurship framework, case studies, group projects and connections with global entrepreneurs to understand real-life global entrepreneurship.
Max Credits: 3
Min Credits: 3

66.625 Negotiations

Course ID: 6716
Course Details: Pre-Requisite: MBA Foundation Core.
Max Credits: 3
Min Credits: 3

66.635 Project Management
Course ID: 35584

Course Details: This course will focus on managing innovation and technology projects and the critical role that a project manager plays in successful execution. Topics included in the course are: project planning, deliverables, managing quality, change management, documentation, communication, risks management, project team and human resource management approaches and creating and managing expectations.

Max Credits: 3
Min Credits: 3

64.742 Seminar in Corporate Entrepreneurship

Course ID: 36954

Course Details: In this course, students will become familiar with and develop an in-depth understanding of the concepts, models, and paradigms that collectively form the foundation for corporate entrepreneurship. The purpose is to develop a keen awareness of major gaps that exist in the literature. Students will develop the ability to critically integrate findings from the literature and strengthen the skills needed to conduct original research in the related areas.

Max Credits: 3
Min Credits: 3

60.761 Empirical Financial Accounting Research I

Course ID: 38567

Course Details: This is part I of a two part doctoral seminar in Empirical Financial Accounting Research. This course introduces and develops a broad understanding of empirical accounting research in financial reporting. The intent is to provide an overview of archival research and an in-depth analysis of current financial accounting research. This course will focus on the types of questions and innovative methods accounting academics are currently pursuing and developing.

Max Credits: 3
Min Credits: 3

60.762 Empirical Financial Accounting Research II

Course ID: 39045

Course Details: This is part II of a two part doctoral seminar in Empirical Financial Accounting Research. This course introduces and develops a broad understanding of empirical accounting research in financial reporting. The intent is to provide an overview of archival research and an in-dept analysis of current financial accounting research. This course will focus on the types of questions and innovative methods accounting academics are currently pursuing and developing.

Max Credits: 3
Min Credits: 3

64.743 Seminar in Innovation and New Product Development

Course ID: 39044

Course Details: This seminar is on the progress of the scholarly research on innovation and new product development. Topics include: types, drivers, and outcomes of innovation; new product development processes, how innovations and new products can help an organization develop a sustainable competitive advantage.

Max Credits: 3
Min Credits: 3

66.745 Seminar in Organization Theory

Course ID: 39043

Course Details: This course focuses on the theories that explain the manner in which organizations form, behave, thrive, and decline. The course will draw from the contemporary literature in organization theory. Specific attention will paid to the major school of thought including but not limited to classical management theory, bureaucracy, behavioral decision theory, contingency theory, resource dependence theory, population ecology theory, organizational economic theory, institutional theory, and network theory.
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

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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:

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.

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.

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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:
**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.

**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.

**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.

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