

College of Business and Innovation

Administration

Anand S. Kunnathur, Ph.D.
Senior Associate Dean
Stranahan Hall Room 5020
Phone: 419.530.5644

Darlene Miller, Senior EMBA Administrator
Stranahan Hall North Room 3160
Phone: 419.530.7982

Hassan HassabElnaby, Ph.D., director, Ph.D. in manufacturing and technology management program
Stranahan Hall Room 3034
Phone: 419.530.2780

Donald Saftner, Ph.D., director, M.S. in accounting program
Stranahan Hall Room 3045
Phone: 419.530.2327

Barb Robertson, director of advising and student success
Stranahan Hall Room 1016
Phone: 419.530.2087

Holly Stuard, academic advisor, M.B.A. program
Stranahan Hall North Room 3159
Phone: 419.530.5230

Degrees Offered

The College of Business and Innovation is accredited by the Association to Advance Collegiate Schools of Business (AACSB International) for undergraduate and graduate work. The graduate division of the college affords students an excellent opportunity to earn a degree on a full-time or part-time basis. The College of Business and Innovation offers the following degrees at the graduate level:

Master of business administration (M.B.A.)
A dual juris doctor/master of business administration (J.D./ M.B.A.)
A dual doctor of medicine / master of business administration (M.D./MBA)
A dual bachelor of science in engineering/master of business administration (B.S./M.B.A)
Master of science in accounting (M.S.A.)
Doctor of philosophy in manufacturing and technology management (Ph.D.)

Specializations within the Master of Business Administration Program

Administration
Entrepreneurship & Technology Commercialization
Executive Management
Finance
Human Resource Management
Information Systems

International Business
Leadership
Marketing
Operations Management

Admissions Policies

General Requirements

Refer to the Graduate School admissions section of this catalog for University of Toledo Graduate School admissions requirements and classification of graduate students.

Admission to Master of Business Administration (M.B.A.) Program

All decisions regarding admission to the M.B.A. program in business are made through the College of Business and Innovation Graduate Studies Office. Admission is available to those students who have completed an undergraduate degree and can demonstrate high promise of success in a graduate business degree program. The college has adopted qualitative admissions standards in which applicants are considered on the basis of their merits, with weight given to the quality of prior academic achievement, the Graduate Management Admissions Test (GMAT) scores, professional experience indicating increased levels of responsibility, and other relevant information that the candidate may share with the admissions committee.

Although the M.B.A. Admissions Committee requires a 2.7 undergraduate GPA and 450 on the GMAT for admission, GMAT scores and undergraduate GPA will not be the sole basis for admissions decisions..

The following documents are required for admission to the program:

1. Official transcripts from each post-secondary institution attended.
2. Official GMAT scores sent directly from the Graduate Management Admissions Council (GMAC) to the College of Business and Innovation Graduate Studies Office. GMAT scores must be no more than five years old. For students applying to the J.D./M.B.A. dual degree program, the LSAT must have been taken within the last three years.
3. Three letters of reference from individuals who know the applicant in a professional capacity.
4. The statement of purpose as required on the application for admission.
5. In the case of students whose native language is not English, a score of at least 550 (paper based), 213 (computer based), or 80 (internet based) on the Test of English as a Foreign Language (TOEFL) or a score of 6.5 on the International English Language Testing System (IELTS) test is mandatory. The College of Graduate Studies determines whether applicants must take the TOEFL or IELTS examination.

Annual deadlines for submission of completed applications are as follows:

- Fall semester August 1
- Spring semester November 15
- Summer semester April 15

International students should submit completed applications as follows:

- Fall semester May 1
- Spring semester October 1
- Summer semester March 1

Final admissions decisions will be withheld until the application for admission is complete. No materials submitted to the University will be returned to the applicant. The MBA program admits students to the program on a rolling admissions basis.

Admission to Executive Master of Business Administration (E.M.B.A.) Program

The E.M.B.A. program is designed for executives and professionals with a minimum of three to five years of management or professional experience. The E.M.B.A. Admissions Committee seeks candidates with proven leadership potential. The following documents are required for admission to the program:

1. Official transcripts from each post-secondary institution attended.
Official GMAT* scores sent directly from the Graduate Management Admissions Council (GMAC) to the College of Business and Innovation Graduate Studies Office. GMAT scores must be no more than five years old.
2. A current resume to allow the Admissions Committee the opportunity to assess the individual's work experience.
3. Three letters of reference from individuals who know the applicant in a professional capacity, one of which must be from the applicant's employer. Self-employed applicants may substitute the employer nomination with a third professional reference.

* The GMAT can be waived for applicants with sufficient executive experience.

All applicants to the EMBA program are also required to interview with the Admissions Committee. The interview will take place once the application for admission has been completed.

Admission to Joint J.D./M.B.A. Program

Students applying for the J.D./M.B.A. program must have earned a bachelor's degree. A student must apply and be admitted to the colleges of Law and Business Administration separately to be admitted to the J.D./M.B.A. dual degree program. The LSAT will be accepted by the College of Business Administration in lieu of GMAT scores. Admission to one program does not guarantee admission to the other program. Refer to the College of Law and M.B.A. sections of this catalog for specific admission standards for each program.

Admission to Joint M.D./MBA Program

Students applying for the M.D./MBA program must already have a bachelor's degree. A student must apply and be admitted to the College of Medicine and the College of Business Administration separately to be admitted to the M.D./M.B.A. dual degree program. The MCAT will be accepted by the College of Business Administration in lieu of GMAT scores. Admission to one program does not guarantee admission to the other program. Refer to the College of Medicine and M.B.A. sections of this catalog for specific admission standards for each program.

Admission to Joint B.S./M.B.A. Degree Program

The College of Business Administration in conjunction with the College of Engineering offers a program whereby qualified students can earn simultaneously both a B.S. in engineering and an M.B.A. This program provides a unique opportunity to combine business and engineering skills to prepare graduates for global competitiveness. It supports the mission of the College of Business Administration to prepare corporate leaders for the future. The program should be particularly attractive to students interested in starting their own companies or those who want to develop an appreciation for how engineering and business complement each other.

This program will allow engineering students in their final two semesters of study to begin taking M.B.A. courses while completing their B.S. This arrangement should reduce the time it takes a student to receive both degrees by a year. The business undergraduate prerequisites can be satisfied as part of the undergraduate curriculum.

Students who wish to pursue the program should make this known to the associate dean for undergraduate studies in the College of Engineering by the end of their sophomore year. Interested students will take the GMAT at the end of their junior year and should apply for admission to the program to the Graduate School before the fall of their senior year. To be admitted to the program, students must have senior standing, score a minimum of 450 on the GMAT, and have at least a 3.0 cumulative GPA. Undergraduate requirements for the business minor must also be completed. Upon admission to the program by the Graduate School, the College of Business Administration and the College of Engineering, students will be classified as special provisional graduate students so that they may take graduate courses while simultaneously completing the requirements for the B.S. in engineering.

Students' special status must be tracked by the M.B.A. office to assure AACSB compliance and to assure the B.S. in engineering degree is granted prior to graduating with the M.B.A.

Admission to Master of Science in Accounting (M.S.A.) Program

All decisions regarding admissions to the M.S.A. program are made through the office of the director of graduate programs in accounting. Admission to the M.S.A. program is available for those students who demonstrate high promise of success in a graduate program. All applicants are considered on the basis of their merit with weight given to the quality of prior academic achievement, GMAT test scores, professional experience, and other relevant information. The following documents are required for admission consideration::

1. Official transcripts from each post-secondary institution attended.
2. Official GMAT scores sent directly from the Graduate Management Admissions Council (GMAC) to the College of Business and Innovation Graduate Studies Office. GMAT scores must be no more than five years old. For students applying to the J.D./M.B.A. dual degree program, the LSAT must have been taken within the last three years.
3. Three letters of reference from individuals who know the applicant in a professional capacity.
4. The statement of purpose as required on the application for admission.
5. In the case of students whose native language is not English, a score of at least 550 (paper based), 213 (computer based), or 80 (internet based) on the Test of English as a Foreign Language (TOEFL) or a score of 6.5 on the International English Language Testing System (IELTS) test is mandatory. The College of Graduate Studies determines whether applicants must take the TOEFL or IELTS examination.

Admission to Doctor of Philosophy in Manufacturing and Technology Management (Ph.D.) Program

Applicants with a bachelor's degree in a technical field or business are preferred. Letters of reference from college faculty or employers acquainted with the student's character and ability, and official transcripts of all prior college work must be supplied. Applicants are expected to demonstrate preparation for, and a high promise of, success in the doctoral program. The following will be considered in evaluating an application to the Ph.D. program on an individual basis: the student's undergraduate and graduate record with general academic performance, as well as the trend and comparison of grades over a period of time; the student's verbal, quantitative and total scores on the GMAT (in certain cases, depending on the academic background of the student, GRE scores may be substituted for GMAT scores; it is to be stressed that, although GMAT and GPA are important, they alone will not be the basis of admissions decisions); evidence of the ability to do research (publications, presentations, etc.); statement of purpose explaining why the student wants to pursue a Ph.D. in manufacturing and technology management; letters of reference; appropriate experience; and, in the case of students whose native language is not English, acceptable performance on the TOEFL or IELTS is mandatory. The College of Graduate Studies determines whether applicants must take the TOEFL or IELTS examination.

While students may come from many academic disciplines, those students with bachelor's degrees in fields other than business may require more than 93 semester hours in order to satisfy prerequisite and business foundations course requirements. **Students admitted to the Ph.D. program will not receive graduate credit for any undergraduate courses they take.**

A student should take the Ph.D. comprehensive examination as soon as he/she and his/her adviser believes the student has mastered all the required subject areas and completed all course work. The format and other details of the examination are given in the handbook for Ph.D. students and are available on-line. Following successful completion of the comprehensive examination, the student is admitted to candidacy for the Ph.D. and undertakes dissertation research. The student is responsible for initiating the application to candidacy on a form available from the Graduate School.

Each student will be assigned a faculty adviser by the Ph.D. program director at the time of admission. When a student enters the program, he/she will consult with the faculty adviser to determine which courses should be taken during the first year of study. During this first year of study, the student will choose an adviser who will assist the student in preparing a plan of study, choosing a dissertation topic, forming a dissertation committee and in other matters concerning the program. More information is available at: <http://www.utoledo.edu/business/PHD/index.html>

Academic Policies

General Requirements

Refer to the general Graduate College section of this catalog for general academic policies that apply to all graduate students in areas such as advising, minimum enrollment, dishonesty, grievance, and probation and dismissal.

Academic Advising

Advising for the M.B.A. and E.M.B.A. programs is available in the HCR ManorCare Graduate Programs Suite on the third floor of Stranahan North. Advising for the M.S.A. and Ph.D. programs is conducted by the respective program director. Students are encouraged to meet with an adviser regularly. Each student is ultimately responsible for correct and timely completion of degree requirements.

Financial Assistance

A limited number of graduate assistantships, which provide a stipend and/or cover instructional fees, are awarded to students each year. Awards are based upon scholastic achievement, work experience, research/computer experience and extracurricular activities. They are not based on financial need.

Applications are due by March 1 for the entire following academic year.

Transfer Students

Students who have taken graduate course work at another AACSB-accredited university or from another college at The University of Toledo may, upon recommendation of the Graduate Studies in Business Office and the appropriate department chair, be permitted to transfer up to nine semester hours of business-related course work toward the M.B.A. A grade of B or higher must be achieved in order to transfer any graduate courses.

Degree Requirements

GPA and Grade Requirements

Students must complete all requirements for their program of study with at least a 3.0 (4.0 scale) cumulative GPA at the graduate level. Students in the M.B.A. program must also maintain a minimum cumulative 3.0 GPA in courses taken in the area of specialization selected, if any. All courses that count towards a graduate degree must be passed with a grade of C or better.

Master of Business Administration (M.B.A.)

The M.B.A. degree is granted to students who satisfactorily complete a minimum of 33 semester hours at the 6000-level in the College of Business and Innovation. The length of the program will vary depending upon the nature of the undergraduate degree. The program consists of a common body of knowledge (18 hours), core (24 hours) and elective (9 hours) courses. Any or all common body of knowledge courses may be waived for equivalent coverage at the undergraduate or graduate level with a grade of C or better..

Master of Science in Accounting (M.S.A.)

The Master of Science in Accounting degree is granted to students who satisfactorily complete a minimum of 30 semester hours at the 6000-level in the College of Business and Innovation. The M.S.A. program is designed to prepare students for a professional career in accounting and to fulfill the requirements to sit for the Uniform CPA Exam in the state of Ohio. Candidates without a background in accounting can be admitted to the program but will be required to take additional courses.

Doctor of Philosophy in Manufacturing and Technology Management

(Ph.D.)

The program requires at least 93 semester hours of study beyond the baccalaureate. For a full-time student with only a bachelor's degree, the course requirements before entering the dissertation stage can be completed in three years. Full-time students with an M.B.A. or a relevant M.S. degree should be able to complete the course work in two years before entering the dissertation stage. During the first year, the students without prior appropriate undergraduate or graduate work in business or engineering will acquire the foundation knowledge in business, engineering and manufacturing technology. Course waivers are possible at the foundation stage by passing competency examinations in appropriate areas.

Programs of Study

Master of Business Administration (M.B.A.)

Common Body of Knowledge (18hours maximum)

These courses represent the minimum background required of students prior to taking 6000-level courses in the M.B.A. program. Students admitted to the M.B.A. program can meet the requirements by taking the 5000-level courses or by proficiency examination. If a student can demonstrate that he/she has completed equivalent course work at the undergraduate level prior to admission to the M.B.A. program and has earned a grade of C (2.0) or better in the course(s), the corresponding 5000-level course may be waived.

BUAD 5100	Financial & Managerial Accounting	3
BANS 5210	Economics for Business Decisions	3
FINA 5310	Managerial Finance	3
MKTG 5410	Marketing Systems	3
OPMT 5510	Applied Business Statistics	3
OPMT 5520	Analysis of Manufacturing and Service Systems	3

MBA Core (24 hours)

These courses are required of all students. They are reflective of business techniques, methodology and processes, and are designed to be cross-functional and integrative.

BUAD 6100	Accounting for Strategic Decisions	3
BUAD 6200	Financial Systems	3
BUAD 6300	Strategic Marketing & Analysis	3
BUAD 6400	Results-Based Management	3
BUAD 6500	International Business	3
BUAD 6600	Supply Chain Management	3
BUAD 6800	Information Technology & E-Business	3
BUAD 6900	Strategic Management Capstone	3

Students who complete three or more courses in a functional area (e.g. accounting, finance, marketing) at an AACSB-accredited business school are allowed and encouraged to replace the corresponding 6000-level core class with an elective of their choice.

Elective Courses (9 hours)

Each student may select up to two majors. An alternative is to select the administration major described below, which is designed for students who prefer to take a variety of electives in different areas. The substitution of any courses for a major requires the written approval of the department chair. No more than one independent study/research paper (three hours) may be taken in lieu of a course to fulfill a specialization requirement, and no more than one course will be allowed to count towards two majors in the M.B.A. program.

Practicum*

Students have a choice of internship, project workshop, or study abroad option.

*This requirement is under review. See advisor for details.

Areas of Specialization

Administration

The administration specialization is designed for students who want a general M.B.A. degree and is completed by taking three 6000-level electives within the College of Business and Innovation for which prerequisites have been fulfilled.

Entrepreneurship & Technology Commercialization

Must take all four of the following:

EFSB 6590 New Venture Creation	3
EFSB 6690 Tech Commercialization	3
EFSB 6790 Venture Capital Finance	3
EFSB 6800 Small Business Practicum	3

Finance

The graduate finance curriculum provides students with a background in all major areas of finance including corporate finance, investments and portfolio management, and financial institutions and markets. A student who wants to specialize in finance must take FINA 6130, Managerial Finance, plus two from the following list:

FINA 6140 Investments & Securities Analysis	3
FINA 6150 Financial Institutions and Markets	3
FINA 6330 Seminar in Financial Management	3
FINA 6340 Seminar in Portfolio Management	3
FINA 6350 Seminar in Financial Institution Management	3
FINA 6370 International Financial Management	3
FINA 6480 Student Managed Portfolio	3
FINA 6840 Small Business Financial Management	3

Human Resource Management

A specialization in human resource management is designed both for students who intend to seek or continue managerial careers in human resources, and for those who are seeking more general leadership positions, but need to understand approaches to attracting, retaining, compensating, motivating and managing employees in contemporary organizations.

Students are required to successfully complete HURM 6700, Human Resource Management, or its equivalent, by completing either an undergraduate degree in human resource management from an AACSB-accredited school, or by certification through the Human Resource Certification Institute.

In addition to HURM 6700, students must complete any three additional courses from the following list:

HURM 6710	Employment and Labor Law	3
HURM 6720	Advanced Negotiation and Conflict Resolution	3
HURM 6730	Performance Management	3
HURM 6740	HR Strategy and Metrics	3
HURM 6750	Current Topics in HRM	3
HURM 6760	Recruitment and Retention	3

Information Systems

Specialization in information systems provides the student with a managerial overview of computers and information systems. Emphasis is placed on the role and function of the computer as a managerial tool to store, process, analyze and present information. A major in this area includes any three of the following:

INFS 6610 Info Storage & Retrieval Structures	3
INFS 6560 System Analysis & Design	3



INFS 6470 Information Technology 3
 INFS 6810 Network Communications 3
 INFS 6930 Contemporary Topics 3

International Business

The international business program provides training for entry in careers in corporations with a global orientation, particularly multinational corporations, export-import firms, banks, transportation and logistics, and government and international agencies involved in international trade, finance and economic development. Students majoring in international business must choose three of the following courses.

FINA 6370 International Financial Management 3
 IBUS 6360 Management of Multinational Firms 3
 IBUS 6390 International Business 3
 IBUS 6490 Global Management Systems 3
 MKTG 6080 International Supply Chain Management 3
 MKTG 6400 International Marketing 3
 IBUS 6100 Study Abroad 3

Leadership

Students majoring in Leadership must take all four of the following:

MGMT 6100 Leading through Ethical Decisions 3
 MGMT 6150 Leading and Developing Yourself 3
 MGMT 6160 Leading with Power and Influence 3
 MGMT 6190 Leading Change and Org Improvement 3

Operations Management

The operations management major provides the student with the decision-making and problem-solving skills required for managing people and resources more effectively, whether in manufacturing firms, service industries, nonprofit organizations or government operations.

Required courses:

OPMT 6680 and OPMT 6690

And one of the following:

OPMT 6100 Time Series Analysis & Forecasting 3
 OPMT 6270 Computer Simulation 3
 OPMT 6510 Project Management 3
 OPMT 6720 Manufacturing Systems Design 3
 OPMT 6930 Contemporary Topics Seminar 3
 MKTG 6080 International Supply Chain Management 3

Marketing

Students specializing in marketing must take any three of the following courses:

MKTG 6140 Customer Relationship Marketing 3
 MKTG 6150 Intelligence Driven Customer Strategy 3
 MKTG 6220 Integrated Marketing Communications 3
 MKTG 6230 Digital Marketing Processes 3
 MKTG 6240 Sales Force Leadership 3
 MKTG 6250 Strategic Account Management 3
 MKTG 6310 Product Commercialization 3
 MKTG 6320 Strategic Brand Management 3
 MKTG 6330 Applied Marketing Research 3
 MKTG 6400 International Marketing 3

Graduate Certificate in Supply Chain Management (15 hours)

This certificate is offered as part of the graduate programs in the College of Business Administration. The program requires five graduate courses, totaling 15 hours of graduate credit, including a three-hour prerequisite course that may be waived for applicants who can demonstrate knowledge of the subject area. Applicants may be accepted directly to the certificate program, but must meet the entrance requirements for the MBA program with the exception of the GMAT exam. Students who subsequently apply and are accepted into the MBA program may use these credits to partially satisfy the requirements for that program, subject to University and MBA program regulations.

The certificate is intended for those who wish an entry-level credential into the supply chain management field, and for those currently in the field who wish to deepen their knowledge. Completion of the certificate program should prepare the student to take the first four exams of the APICS CPIM certification, which itself is a prerequisite for the APICS CSCP certification.

Except for the prerequisite course, the courses may be taken in any order:

OPMT 5520 Manufacturing and Service Systems. (prerequisite, required for all courses below)

BUAD 6600 Supply Chain Management.

MKTG 6080 International Supply Management

OPMT 6680 Total Quality Management and SPC

OPMT 6690 Supply Chain Resources Management

Executive M.B.A. Program

The College of Business Administration offers an innovative executive M.B.A. (E.M.B.A.) program for executives of mid-sized and growing firms. The program curriculum is designed to enhance the ability of managers to manage the change and growth common in today's competitive environment. To accomplish this, participants in the program take courses built around three major integrative themes – entrepreneurship/intrapreneurship and integration of business functions, the e-business competitive challenge, and competition in a global marketplace.

The E.M.B.A. program is designed with experienced managers in mind and is tailored to fit their schedules. Through the use of a structured approach, executives are able to pursue an M.B.A. with their peers at a level and pace appropriate to their business experience. The program is completed in 15 months. Courses are taught in a convenient two-weekend-on, and-one-weekend-off format. Classes are held on Friday evenings and all day Saturday.

Required Courses:

EMBA 5500	Analytical Foundations for Executives.....	3
EMBA 6100	Global Competitive Challenge	3
EMBA 6120	Cultural, Legal & Operational Issues in Doing Business Abroad.....	3
EMBA 6200	Entrepreneurship and Personal Strategic Planning	3
EMBA 6140	Accounting & Financial Foundations for Executives	3
EMBA 6210	Processes for Ethical Business Decisions.....	3
EMBA 6220	Accounting Systems for Operational Control & Strategic Management.....	3
EMBA 6230	Market Driven Analysis	3
EMBA 6240	Entrepreneurial Financial Management.....	3
EMBA 6250	Leadership & Performance Management	3
EMBA 6290	Strategic Management in a Global Environment.....	3
EMBA 6300	Global Technology Management	3
EMBA 6310	Managing Global Supply Chains.....	3
EMBA 6320	Product Development.....	3
EMBA 6470	Global/E-Business Field Trip.....	2
MGMT 6930	Independent Research (elective determined by cohort)	3

J.D./M.B.A. Dual Degree

This integrated program and curriculum leads to the awarding of two degrees. The juris doctor degree is awarded by the

College of Law, and the M.B.A. degree is awarded by the College of Business Administration.

Juris Doctor (J.D.)

The College of Law requires the successful completion of 89 semester hours. The dual degree program would permit up to 12 semester hours of core courses from the College of Business Administration to be applied toward the satisfaction of the 89-hour requirement. The 12 hours of core courses from the College of Business Administration are:

BUAD 6100 Accounting for Decision-Making	3
BUAD 6200 Financial Systems.....	3
BUAD 6300 Strategic Marketing & Analysis	3
BUAD 6900 Strategic Management Capstone	3

M.B.A. Degree

To fulfill requirements for the M.B.A. degree, students must complete 33 semester hours at the 6000 level or above. Students in the joint program may apply up to 12 hours of course work at the College of Law toward satisfaction of the M.B.A. .

One MBA Core course (either BUAD 6500 or BUAD 6800) can be replaced with one College of Law Elective (either LAWI 9480 or LAWI 9020).

The other 9 hours may come from the following courses, or others approved by the program advisor, and will serve as MBA electives:

- LAWG 9010 Business Associations
- LAWG 9610 Secured Transactions
- LAWI 9060 Sales and Leases of Goods
- LAWI 9300 Employment Discrimination
- LAWI 9730 Pension and Employee Benefits
- LAWI 9310 Employment Law
- LAWI 9940 White Collar Crime
- LAWN 9050 Negotiation and Settlement
- LAWD 9210 Contracts I
- LAWD 9220 Contracts II

MD/MBA Dual Degree

The integrated program and curriculum leads to the awarding of two degrees. The Doctor of Medicine is awarded by the College of Medicine and the MBA is awarded by the College of Business Administration. The College of Business Administration will allow up to 9 credit hours of appropriate Medical School coursework to be credited toward the MBA degree.

It is recommended that MD/MBA students take 3 of the 4 Medical School courses below to serve as MBA electives. These courses are already part of the 4th year MD curriculum.

- FMDD 725 Healthcare Systems: Issues, Trends and Perspectives
- FMDD 770 Health Law
- MEDI 770 Health Care Administration: Special Topics
- PEDS 723 Child Health Advocacy

Another option is for MD/MBA students to complete 2 of the 4 Medical School courses listed above, along with 1 elective from the list below. The courses below are semester long courses (subject to availability) and cannot be taken

during a medical student's required clerkship or clinical elective time. The course would have to be taken during the dedicated year of MBA study (typically the 3rd year of the MD/MBA program).

This option does allow MD/MBA students the opportunity to fulfill the 4 week basic science elective required for medical school. Students should consult with their MD and MBA Academic Advisors to determine the best approach for completing the dual degree based on their academic background and individual plan of study.

PUBH 604 Public Health Administration
 PUBH 621 Management of Public Health Agencies
 PUBH 622 Budget and Finance in Public Health
 PUBH 635 Public Health Law
 MGMT 6100 Leading Through Ethical Decision Making
 HURM 6700 Human Resource Management
 HURM 6710 Employment and Labor Law
 EFSB 6590 New Venture Creation

Master of Science in Accounting (M.S.A.)

M.S.A. Curriculum

Accounting Core Courses:

ACCT 6130	External Financial Reporting III.....	3
ACCT 6190	Contemporary Financial Accounting Problems.....	3
ACCT 6210	Research in Accounting and Taxation.....	3
ACCT 6310	Advanced Managerial Accounting.....	3
ACCT 6420	Auditing.....	3

Accounting Electives (Select three):

ACCT 6150	International Accounting and Taxation.....	3
ACCT 6220	Corporate Tax.....	3
ACCT 6320	Cost Analysis and Control.....	3
ACCT 6410	Governmental and Not-for-Profit Accounting.....	3
ACCT 6330	Advanced Topics in Accounting Info Systems.....	3
ACCT 6430	Business Valuation.....	3

Diversification Electives (Select two):

BUAD 6200	Financial Systems.....	3
BUAD 6300	Strategic Marketing & Analysis.....	3
BUAD 6400	Results Based Management.....	3
BUAD 6500	International Business.....	3
BUAD 6600	Supply Chain Management.....	3
BUAD 6800	Information Technology & E-Business.....	3

MSA Common Body of Knowledge

Based on the candidate's prior course work, any or all of the MSA Common Body of Knowledge may be waived (each course is three semester hours):

BUAD 5100 Financial and Managerial Accounting
 ACCT 3100 Financial Accounting and Systems
 ACCT 3110 External Financial Reporting I
 ACCT 3210 Individual Taxation
 ACCT 3310 Accounting Information Systems
 ACCT 5120 External Financial Reporting II
 ACCT 5320 Internal Reporting
 BANS 5210 Economics for Business Decisions
 FINA 5310 Managerial Finance

Doctor of Philosophy in Manufacturing and Technology Management (Ph.D.)

The purpose of the Ph.D. program is to train scholars to meet traditional standards of excellence in, and contribute to, the manufacturing and technology management field through research, teaching and publication in academic and professional journals. The program is designed for individuals who seek to contribute to the advancement and dissemination of knowledge in manufacturing and technology management through an integrative approach with sound foundations in business, technology, and research methodology. Graduates are expected to pursue careers in academia, consulting, research or manufacturing organizations.

The basic philosophy underlying the doctoral program is researchers in manufacturing and technology management require a careful and creative mix of functional management specialties, economics, technology, supply chain management, manufacturing, commercialization, and information technologies, and analytical tools such as statistics, optimization and research methodology. Therefore, the program is designed to provide students with abilities and skills to integrate and synthesize these diverse yet important related areas.

Prerequisites

- One year of calculus
- Statistics that include regression and analysis of variance
- One academic term of computer systems with applications
- Micro- and Macro-economics

Note: Prerequisites should be completed before starting the Ph.D. program.

Business Foundation Courses

BUAD 5100/ACCT 7000, MGMT 5110/7110, FINA 5310/7310, MKTG 5410/7410, OPMT 5520/7520

Ph.D. Program

Quantitative and Research Methods: (12 hours)

MFGM 8630	Management Science	3
MFGM 8860	Advanced Statistics.....	3
MFGM 8880	Research Methods and Theory Building	3
MFGM 8870	Seminar in Statistics/Research Method (or elective).....	3

Major Field: Integrative Seminars: (20 hours)

MFGM 8480	Management of Technology	3
MFGM 8490	Supply Chain and E-Business Issues in Manufacturing	3
MFGM 8690	Innovation and Technology Commercialization.....	3
MFGM 8830	Org. Issues in the Implementation of Technology.....	3
MFGM 8890	Advanced Manufacturing System	3
MFGM 8980	Special Topics Seminar	3
MFGM 8810	Seminar/Colloquia	2

Minor Field: (12 hours)

The students can choose one of the fields operations, marketing and customer relationship management, human resources, international business, information systems for a minor field. The minor will be a supporting field of 3 courses at the master's (MBA) specialization, and a related advanced seminar with the objective of integrating the Manufacturing and Technology Management major field with developments in the fields operations, marketing and customer relationship management, human resources, international business, information systems.

Dissertation:

MFGM 8990 (16 hours)

Dissertation Research

The dissertation must be based on work initiated and undertaken specifically for that purpose. It must reflect a high level of scholarship, must constitute a substantial piece of work, and must indicate and document its claim to be a significant contribution to knowledge in its subject area.

Details regarding the dissertation research, starting with the dissertation proposal and ending with the final defense, are available in the handbook for Ph.D. students, which is available on the Ph.D. website.
<http://www.utoledo.edu/business/PHD/index.html>.

