

# MERRICK SCHOOL OF BUSINESS

Murray Dalziel, dean

Marilyn Oblak, associate dean

Justin Daniel, assistant dean, graduate programs and career services

[www.ubalt.edu/merrick](http://www.ubalt.edu/merrick)

## MISSION

The Merrick School of Business' mission is to use its urban education hub to offer practical, career-minded and globally engaged business education that inspires professional and entrepreneurial growth. Its students learn to make a positive impact from faculty members who develop compelling knowledge that influences communities, businesses, professions and scholars. Its vision is to be known for serving students from deeply diverse backgrounds who become successful entrepreneurs and professionals.

The Merrick School of Business is an AACSB International-accredited school, and it is recognized by *U.S. News & World Report* as providing one of the nation's best undergraduate business programs and online MBA programs. The Merrick School of Business focuses on continuing a trajectory of academic excellence. It continues its efforts to transform and empower students while remaining true to its legacy of serving nontraditional and first-generation college students.

## ORGANIZATION

The Office of the Dean is responsible for the administration of the Merrick School of Business, maintaining relationships with the business community, and student and academic advising. The business school is organized into four academic departments:

### **Accounting, Economics and Finance**

Phillip Korb, department chair

### **Information Systems and Decision Science**

Danielle Fowler, department chair

### **Management and International Business**

Lisa Stickney, department chair

### **Marketing and Entrepreneurship**

Ven Sriram, department chair

## ACCREDITATION

The Merrick School of Business is accredited by AACSB International—the Association to Advance Collegiate Schools of Business, the accrediting body for schools of business. AACSB International accreditation is the mark of excellence in educational programs in business, awarded only when rigorous standards for courses, curricula, faculty and resources have been met. The University of Baltimore is also accredited by the Middle States Commission on Higher Education and recognized by the Maryland Higher Education Commission.

## **STUDENTS**

Approximately 1,800 students are enrolled in programs in the Merrick School of Business, with more than 600 in the graduate programs. The average age of graduate students is 31. More than 80 percent of students work full or part time. Because of the level of maturity and the professional experience of students, the interchange of ideas in the classroom is lively and highly informative.

## **FACULTY**

Merrick School of Business faculty members bring to the classroom exceptional professional and academic credentials. Ninety percent of full-time faculty members possess a doctorate in their fields. In addition, Merrick School of Business faculty members have professional certifications and extensive professional work experience with business, government or nonprofit organizations. Professors combine a dedication to teaching with significant research, professional and community service activities.

Faculty members adhere to the high-quality standards of teaching mandated by AACSB International accreditation, and their teaching efforts consistently rate exceptionally high on internal measures of teaching excellence.

## **FACILITIES**

The Merrick School of Business is located within the William H. Thumel Sr. Business Center at North Charles Street and Mount Royal Avenue on the University of Baltimore campus. This six-story building features wireless internet access and contains 16 classrooms, all of which are “smart rooms” featuring state-of-the-art display capabilities, five seminar rooms for small-group discussions, a 200-seat auditorium with simultaneous translation capability, catering and meeting facilities, a student lounge, offices for the Merrick School of Business faculty and administration, and a computer lab for student use.

## **CENTERS AND INSTITUTES**

The Merrick School of Business houses the following centers and institutes:

- The Center for Entrepreneurship and Innovation
- The Jacob France Institute

## **GRADUATE STUDIES IN THE MERRICK SCHOOL OF BUSINESS**

The objectives of all Merrick School of Business graduate programs are to provide students with the appropriate knowledge, professional competencies and flexibility to enhance entry into the job market and to prepare students for meaningful career advancement.

The Merrick School of Business offers a flexible MBA and an online MBA program. The program requirements are the same whether all courses are taken on campus or online. The flexible MBA offers nine areas of specialization that allow students to take classes on campus, online or both. In the online MBA, it is not guaranteed that students can specialize in any one area. Students in the online MBA customize their elective coursework based on available offerings and career objectives. Students may also choose from one of our four discipline-focused M.S. programs: accounting and business advisory

services, finance, taxation (offered in partnership with the School of Law), and nonprofit management and social entrepreneurship (offered in partnership with the College of Public Affairs). In addition, certificate programs are available in accounting fundamentals, business fundamentals, forensic accounting, government financial management\*, internal audit services and organizational leadership.

\*Pending final approval of the Maryland Higher Education Commission

### **Master's Programs**

- Master of Business Administration (MBA)
- Online Master of Business Administration (MBA)
- Accounting and Business Advisory Services (M.S.)
- Business–Finance (M.S.)
- Taxation (M.S.; offered in partnership with the School of Law)
- Nonprofit Management and Social Entrepreneurship (M.S.; offered in partnership with the College of Public Affairs)

### **Cooperative MBA Programs**

- MBA/J.D. (with the University of Baltimore School of Law and the University of Maryland School of Law)
- MBA/M.S. in Nursing (with the University of Maryland School of Nursing)
- MBA/Pharm.D. (with the University of Maryland School of Pharmacy)

### **Graduate Certificate Programs**

- Accounting Fundamentals
- Business Fundamentals
- Forensic Accounting
- Government Financial Management (pending final Maryland Higher Education Commission approval)
- Internal Audit Services
- Organizational Leadership

## **APPLICATION REQUIREMENTS FOR GRADUATE BUSINESS PROGRAMS**

Applicants are responsible for presenting the following information to be considered for admission:

- A formal application submitted to the Office of Admission (410.837.6565, [admission@ubalt.edu](mailto:admission@ubalt.edu)) with the appropriate application fee; apply online at [www.ubalt.edu/apply](http://www.ubalt.edu/apply).
- An official copy of transcripts from all institutions attended
- GMAT score or an alternative test score routinely used for entry to graduate programs
- Two letters of recommendation testifying to the abilities of the applicant to successfully complete a graduate business program and indicating what contributions the applicant can make to the University and to its programs

- A personal statement: Detail your reasons for seeking a graduate business degree, your short- and long-term professional and personal goals, and how you think a graduate business degree will help you achieve them. Provide any additional information highlighting unique aspects of your candidacy to the Admissions Committee. Please limit statement to 1,000 words.
- Resume

*Note: A GMAT score is not required for graduate business certificates or Master's Advantage programs.*

## **GRADUATE MANAGEMENT ADMISSIONS TEST (GMAT)**

Generally, applicants are required to take the GMAT, except those who apply as certificate, visiting or Master's Advantage students, or those who are eligible for a GMAT waiver. GMAT waiver guidelines can be found on the graduate business webpage for each specific academic program.

Applicants are urged to take the GMAT early, well in advance of applying for program entry. The GMAT is administered as a computer-adaptive test throughout North America and many other parts of the world. For more information, visit the official GMAT website at [www.mba.com](http://www.mba.com).

Information booklets may be obtained from the GMAT website or the Office of Admission (410.837.4777 or [admission@ubalt.edu](mailto:admission@ubalt.edu)).

## **ADMISSION CRITERIA**

Admission to the Merrick School of Business is competitive. The Graduate Admissions Committee considers such variables as the applicant's undergraduate GPA, the difficulty of the applicant's undergraduate program, the total score and percentile ranking on the GMAT, community service, and professional and work experience. An applicant eligible for consideration is not guaranteed an offer of admission.

## **MASTER'S ADVANTAGE**

Business professionals seek ways to differentiate themselves and gain a personal competitive advantage. Many already have a graduate business degree, such as an MBA, and pursue postgraduate study to further build on their professional and academic knowledge base. To meet this need, the Merrick School of Business offers the Master's Advantage. The Master's Advantage is a postgraduate, nondegree program that provides students the opportunity for lifelong learning and professional development. It is geared toward students who have earned a master's or doctoral degree from an AACSB International-accredited business school. Students can take courses toward a second specialization or a career change, or to enhance their knowledge base in their current career.

To apply to the program, prospective students need to submit an online application, undergraduate and graduate transcripts, and a resume.

## **SECOND MASTER'S DEGREE**

A student who has already obtained one master's degree from the Merrick School of Business may pursue another advanced degree in the school, provided that:

- A second MBA will not be obtained.

- The degree sought is not in the same functional discipline (as defined by the list of specializations and master's degrees listed above).
- After meeting core requirements, a minimum of 21 new credits are earned for the second degree.

*Note: No more than nine credits may be transferred from the first degree to the second degree.*

## **WAIVER POLICY AND TRANSFER OPTIONS**

The following qualifications govern the waiver of foundation/prerequisite courses and the transfer of required (integrated core) and elective courses:

- The business foundation courses are waived if the applicant has earned a bachelor's degree in business from an AACSB International-accredited school within the last five years with a cumulative GPA of 3.0 or higher and earned a C or better in each of the undergraduate course equivalents. If the applicant graduated with a bachelor's degree in accounting from an AACSB International-accredited institution, the applicant will also be required to include any missing courses as part of the MBA foundation. If the applicant did not attend an AACSB International-accredited school or has lower than a 3.0 cumulative GPA, an MBA adviser will evaluate each undergraduate course equivalent and waive those courses where a B or better was earned. Courses being considered for waivers must have been taken within the past 10 years, and the student must have graduated within the past five years.
- No remedial courses are considered.
- Advanced placement courses will be given consideration.

The following qualifications govern the transfer of program requirements:

- Any graduate courses considered for transfer must have grades of B or higher.
- Courses must have been completed in a degree that is less than five years old or as an individual course within the past five years.
- A maximum of six graduate credits may be transferred from previous study at another AACSB International-accredited university to satisfy credits beyond the fundamental courses.
- Appropriate faculty members must approve course content.

## **VISITING STUDENTS**

A student who has matriculated into a graduate or professional studies program at another regionally recognized university and is in good standing may be accepted for course enrollment on a space-available basis. Visitors from other universities must file an application as a visiting student. A letter of introduction from the student's program director citing the foregoing conditions is required in lieu of meeting other GMAT or transcript requirements. This letter should state which courses are being approved by the student's home institution.

Students from UB's Yale Gordon College of Arts and Sciences, College of Public Affairs or School of Law will be permitted to enroll in graduate business courses with written permission from their program adviser or director.

## **GRADUATION REQUIREMENTS**

All candidates for graduation must meet the specific requirements for their program of study, comply with the academic policies of the University of Baltimore and file for graduation no later than the beginning of their last semester (date specified in the course schedule).

## **ACADEMIC POLICY ON SATISFACTORY AND UNSATISFACTORY PROGRESS**

A graduate business student who fails the same course twice or fails two different courses at least once will be placed on academic probation. Probation is automatic and will be noted on your transcript. A student whose cumulative grade-point average is below 3.0, after having completed at least six credits, is automatically on probation. Students on probation have six additional credits to raise their average to 3.0; failure to do so will result in suspension. Students are allowed to register to repeat a maximum of one course (three credit hours) in the program. Please see the [Academic Policies](#) section of this catalog for further details regarding satisfactory and unsatisfactory progress.

## **GRADUATE ASSISTANTSHIPS**

Assistantship positions sponsored by the Merrick School of Business are posted on the Career Center's e-Recruiting website at <http://ubalt.experience.com>. Opportunities for graduate assistantship positions are based on particular needs of the faculty and administration. Students interested in positions must visit the Career Center and request an e-Recruiting form prior to applying for positions posted online.

## **ACCELERATED B.S./MBA/M.S.**

Undergraduate students of recognized academic ability and educational maturity may combine the requirements for an undergraduate business degree with those of a master's degree in the Merrick School of Business. A maximum of nine graduate credits, completed during the last 30 credits of undergraduate study, may be applied simultaneously to the requirements for both the bachelor's and the master's degrees. Those interested should discuss their options with their academic adviser.

To be eligible for the accelerated B.S./MBA/M.S., students must have a cumulative GPA of 3.5 or higher in their undergraduate coursework completed at the University of Baltimore. To remain in the program, students must maintain at least a 3.5 GPA in their undergraduate coursework and at least a 3.0 GPA in their graduate coursework.

Students must have the approval of the dean's representative and an approved course plan prior to beginning the last 30 credits of their undergraduate degree.

Courses taken in the accelerated B.S./MBA/M.S. will be determined by the Merrick School of Business and may not include independent study/research, directed study, thesis or internship courses. Changes in the program of study require the approval of the dean's representative.

Students must be in continuous enrollment at the University of Baltimore for this agreement to remain in effect. Those who fail to maintain the eligibility requirements will be dropped from the accelerated option. Applicability (if any) of graduate courses to the undergraduate degree will be determined on an individual basis. Students should be aware that graduate courses applied to both undergraduate and graduate degrees at the University of Baltimore may not transfer as graduate credits to another institution.

Participation in the accelerated B.S./MBA/M.S. does not guarantee admission to any University of Baltimore graduate program. Unconditional admission to the Merrick School of Business graduate programs requires an appropriate score on the GMAT and a completed application. The completed nine graduate credits may count toward any post-bachelor's degree certificate or degree program, if applicable. Applications for admission and payment of applicable fees to the graduate program must be made during the semester immediately prior to the completion of the credits required for the bachelor's degree. Admission to the graduate program will be effective the semester after completing the credits for the bachelor's degree.

## **MBA and ONLINE MBA**

[www.ubalt.edu/mba](http://www.ubalt.edu/mba)

Justin Daniel, assistant dean, graduate programs and career services  
Rachel Breton, academic program coordinator

The Merrick School of Business offers a flexible MBA and an online MBA program. The MBA program requirements are the same, no matter if you take all your courses on campus or online. Courses are offered on campus in the evenings and online year-round, and students work with advisers to create schedules that best meet their individual needs. The flexible MBA allows students to take classes on campus, online or both, and offers nine areas of specialization. In addition, the Merrick School of Business has four cooperative MBA programs leading to award of both an MBA and advanced degrees in law, nursing and pharmacy. In the online MBA, students cannot be guaranteed that they can specialize in any one area. Students in the online MBA customize their elective coursework based on available offerings and their career objectives.

The MBA is designed to encourage intellectual exploration and the application of theory to practice. Students develop the skills and resources necessary to pursue their professional goals and, upon graduation, become part of a dynamic alumni community of business leaders from a vibrant and distinguished business school.

## **MBA PROGRAM LEARNING GOALS**

In today's dynamic marketplace, successful managers must be innovative and entrepreneurial, combining a general knowledge of business functions with specific skills in their areas of responsibility. The MBA program provides students with expertise and proficiency in core business competencies organized around the themes of strategy and innovation, leading and managing people, interfacing with external stakeholders, managing the value chain, managing performance and risk, and leveraging technology and business intelligence. Business ethics, communication and global awareness are infused through all courses.

After completing the program, our graduates will have the following skills and competencies:

- Managing strategy and innovation
- Managing and leading people
- Interfacing with external stakeholders

- Managing the value chain
- Managing performance and risk
- Leveraging technology and business intelligence

## **UNDERGRADUATE COURSE EQUIVALENTS**

The following qualifications govern the waiver of prerequisite foundation courses and the transfer of required and elective courses:

- Foundation courses will be waived for students entering the program with an undergraduate degree earned from an AACSB International-accredited business school. If the applicant did not attend an accredited school, an MBA adviser will evaluate each undergraduate course equivalent and waive those courses in which a B or better was earned. Courses being considered for waivers must have been taken within the past 10 years, and the student must have graduated within the past five years.
- No remedial courses are considered.
- Advanced Placement courses will be given consideration.

### **Undergraduate Courses**

ACCT 201	Introduction to Financial Accounting (3)
ACCT 202	Introduction to Managerial Accounting (3) or equivalents
ECON 200	The Economic Way of Thinking (3) <i>or</i> 6 credits of micro- and macroeconomics
FIN 331	Financial Management (3)
MATH 115	Introductory Statistics (3)
MGMT 339	Process and Operations Management (3)
MKTG 301	Marketing Management (3)
OPRE 202	Statistical Data Analysis (3)

### **Graduate Core Preparatory Courses**

ACCT 505	Accounting Essentials (1.5)
ECON 505	Microeconomics (1.5)
ECON 506	Macroeconomics (1.5)
FIN 505	Essentials of Finance (1.5)
MKTG 505	Marketing Essentials (1.5)
OPM 505	Introduction to Operations Management (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

## **DEGREE REQUIREMENTS**

The MBA program requires the completion of foundation courses (12 credits), required core courses (18 credits), flexible core courses (nine credits) and electives (nine credits), as indicated below:

**Foundation Courses (12 credits)**

ACCT 505	Accounting Essentials (1.5); prerequisite: graduate standing
ECON 505	Microeconomics (1.5); prerequisite: graduate standing
ECON 506	Macroeconomics (1.5); prerequisite: graduate standing
FIN 505	Essentials of Finance (1.5); prerequisite: ACCT 505 and ECON 505
MKTG 505	Marketing Essentials (1.5); prerequisite: graduate standing
OPM 505	Introduction to Operations Management (1.5); prerequisite: graduate standing
OPRE 505	Fundamentals of Statistics (1.5); prerequisite: graduate standing
OPRE 506	Managerial Statistics (1.5); prerequisite: OPRE 505

**Required Core Courses (18 credits)**

ACCT 605	Performance Management and Accounting Controls (3); prerequisite: ACCT 505 or equivalent
ECON 605	Business and Public Policy in a Global Economy (1.5); prerequisite: ECON 505 and 506
ENTR 605	Creativity and the Entrepreneurial Mindset (1.5); prerequisite: graduate standing
FIN 605	Financial Management (1.5); prerequisite: FIN 505
INSS 605	IT for Business Transformation (3); prerequisite: graduate standing
MGMT 605	Leading with Integrity (1.5); prerequisite: graduate standing
MGMT 790	Strategic Management Capstone (3); prerequisite: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE605
MKTG 605	Marketing Strategy (1.5); prerequisite: MKTG 505
OPRE 605	Business Analytics (1.5); prerequisite: OPRE 505 and 506

**Flexible Core Courses (9 credits)**

*Choose one of the following:*

MGMT 615	Managing in a Dynamic Environment (3); prerequisite: MGMT 605
MGMT 625	Collaboration, Negotiation and Conflict Management (3); prerequisite: MGMT 605

*Choose one of the following:*

MKTG 615	Entrepreneurial Marketing (1.5); prerequisite: MGMT 605
MKTG 625	Customers and Markets (1.5); prerequisite: MGMT 605

*Choose one of the following:*

OPM 615	Innovation and Project Management (3); prerequisite: OPM 505 or equivalent
OPM 625	Operations and Supply Chain Management (3); prerequisite: OPM 505 or equivalent

*Choose one of the following:*

FIN 615	Entrepreneurial Finance (1.5); prerequisite: FIN 605
FIN 625	Corporate Finance (1.5); prerequisite: FIN 605

### **Electives (9 credits)**

The MBA specializations are listed below. Students may choose the customized specialization to select any nine credits of electives crossing business disciplines to stimulate their intellectual curiosity and/or to best match their career goals. To address a specific business interest, students may choose to earn the MBA with a defined specialization. In the online MBA, it is not guaranteed that students can specialize in any one specialization area online. Online MBA students customize their coursework based on online course availability and career objectives. All MBA students should work with their academic adviser to determine what coursework works best for them to satisfy their nine credits of MBA electives.

#### **Customized**

Students select any nine credits of electives crossing business disciplines to stimulate their intellectual curiosity and/or to best match their career goals. Students should work with their academic adviser to determine what coursework works best for them to satisfy their nine credits of MBA electives.

#### **Specialization in Entrepreneurship**

The entrepreneurship specialization prepares students to start and manage all types of ventures. As part of this specialization, students can partner with high-technology inventors to work on real-life products. Courses stress creativity, feasibility analysis, marketing, financing and intellectual property.

#### **Specialization in Managing Financial Performance**

The managing financial performance specialization offers students many opportunities to learn about the financial management of a business, valuing investments in securities and other assets, and the general structure and functioning of financial institutions and markets. Students can choose courses that enable them to complete either a general finance specialization or a specialization focusing on corporate finance, investment management or financial institutions.

#### **Specialization in Health Care Management**

This specialization is offered in partnership with the University of Baltimore College of Public Affairs. This specialization is designed to enable health care professionals to advance their careers by strengthening their credentials as health care managers, administrators and consultants. It provides a sound basis in the latest business practices and gives professionals the opportunity to develop skills necessary for leadership in the health care field.

#### **Specialization in Global Management**

This specialization develops managers and business leaders for rewarding careers in international businesses, government agencies and multicultural organizations. Students gain a theoretical basis for understanding key aspects of international management as applied to both small companies and multinational corporations. Courses emphasize human relations skills, such as cross-cultural communication and negotiations, as well as technical skills, such as those required for the strategic operation of global organizations.

### **Specialization in Leadership and Organizational Learning**

This specialization complements the cross-functional courses of the MBA program. The three required courses contain timeless ideas influencing how students view leadership, management and professional development. Courses provide a unique perspective on leadership, including theory, essential skills, an understanding of evolving organizational forms, and organizational learning and transformation.

### **Specialization in Data Analytics**

Facility with data and analytics methods are increasingly in demand for managers, and this will allow MBA students to build upon the predictive analytics knowledge acquired in the MBA core Specialization in Digital Business.

### **Specialization in Cyber Security and Organizational Resilience**

This specialization is designed to help develop business managers who understand the strategic value of IT and who can conceptualize and utilize IT solutions for business problems. The program provides broad exposure to the IT concepts and functions found in most commercial organizations today.

### **Specialization in Marketing**

The specialization in marketing will prepare you for a successful career. Through our specialization, your understanding of customer value creation will be broadened, marketing entrepreneurial skills enhanced and analytical skills strengthened. You will also be introduced to the fast-changing world of communication and digital media, which is transforming how customers engage with brands. The marketing expertise and skills you will acquire are designed for lifelong value both domestically and globally.

### **Specialization in Public-Sector Management**

This specialization is offered in partnership with the University of Baltimore College of Public Affairs. The specialization focuses on managing public-sector agencies effectively and efficiently with the knowledge of public policy and business to make better decisions. This perspective prepares graduates for careers as managers and policymakers in government agencies, nonprofits and nongovernmental organizations.

## **MASTER OF SCIENCE IN ACCOUNTING AND BUSINESS ADVISORY SERVICES**

[www.ubalt.edu/gradaccounting](http://www.ubalt.edu/gradaccounting)

Phillip Korb, faculty adviser

Rachel Breton, academic program coordinator

The M.S. in Accounting and Business Advisory Services program is designed to meet two important educational objectives.

First, when combined with a bachelor's degree in accounting, the program allows students to earn the additional credits necessary to meet the 150-hour requirement for licensure as a certified public accountant (CPA) in Maryland and many other states. The CPA exam has a section called Business

Environment and Concepts, which includes topics related to finance and information technology. Students planning to take the CPA exam are best served by a program of study that emphasizes the same subject matter as that which appears on the exam.

Second, by incorporating courses in the related disciplines of financial management and information technology, the program complements the technical skills acquired in an undergraduate accounting education.

Graduates of this program will have the flexibility needed to accelerate their public accounting careers or to pursue careers in other areas, such as management accounting, internal auditing, accounting for governmental or other nonprofit entities, and management consulting.

Although the program is designed to complement an undergraduate degree in accounting, the program can also accommodate students without them. Students who meet the admission requirements for graduate study in the Merrick School of Business are admitted to the program but are required to satisfy undergraduate accounting degree equivalency in conjunction with completion of the program. These students will need to take the preparatory courses listed below in addition to the required 30 hours in the accounting and business advisory services specialization.

## **MISSION**

The mission of the M.S. in Accounting and Business Advisory Services program in the Merrick School of Business is to provide students with a rigorous, broad-based education that prepares them for successful careers as accounting professionals.

## **PROGRAM LEARNING GOALS**

Consistent with the mission, the program strives to develop the following types of knowledge and skills that, according to the American Institute of Certified Public Accountants, are necessary for entry-level CPAs:

- **Learning Goal 1:** Analytical and critical thinking skills—Graduates will possess the analytical and critical thinking skills needed by accounting professionals.
- **Learning Goal 2:** Research skills—Graduates will possess the necessary research skills to study business and accounting problems.
- **Learning Goal 3:** Application of information systems and technology—Graduates will be able to define information needs, specify technological solutions, and analyze and suggest changes to business processes.
- **Learning Goal 4:** Ethical perspective—Graduates will incorporate ethical considerations in their decision-making.
- **Learning Goal 5:** Effective communication skills—Graduates will have the skills to communicate both financial and nonfinancial information persuasively, professionally, clearly and concisely.

## **ACCOUNTING FOUNDATION COURSES**

To meet accounting major equivalency requirements, students may be required to complete some or all of the following courses (University of Baltimore undergraduate equivalent courses are in parentheses):

ACCT 306	Cost Accounting (3) <sup>1</sup> ; prerequisite: ACCT 202 or equivalent
ACCT 505	Accounting Essentials (1.5) (or ACCT 201 and ACCT 202); prerequisite: graduate standing
ACCT 510	Intermediate Accounting I (3) (or ACCT 301); prerequisite: ACCT 505 or equivalent
ACCT 511	Intermediate Accounting II (3) (or ACCT 302); prerequisite: ACCT 510 or equivalent
ACCT 512	Auditing/Accounting Information Systems (3) (or ACCT 317 and ACCT 401); prerequisite: ACCT 511 or equivalent
ACCT 513	Intermediate Accounting III/Advanced Accounting (3) (or ACCT 310 and ACCT 403); prerequisite: ACCT 511 or equivalent
ACCT 514	Fundamentals of Income Taxation (3); prerequisite: ACCT 505 or equivalent

<sup>1</sup> ACCT 605 Performance Management and Accounting (3) may be used to satisfy.

### **NONACCOUNTING FOUNDATION COURSES**

ECON 505	Micro Economics (1.5); prerequisite: graduate standing
ECON 506	Macro Economics (1.5); prerequisite: graduate standing
FIN 505	Essentials of Finance (1.5); prerequisite: ACCT 505 and ECON 505
OPRE 505	Fundamentals of Statistics (1.5); prerequisite: graduate standing
OPRE 506	Managerial Statistics (1.5); prerequisite: OPRE 505 or equivalent

### **DEGREE REQUIREMENTS**

Thirty credits are required to complete the program as follows:

#### **Required Courses (9 credits)**

ACCT 740	Advanced Topics in Assurance Services (3); prerequisite: ACCT 512 or equivalent
ACCT 752	Advanced Topics in Accounting Systems (3); prerequisite: ACCT 512 or equivalent
<i>or</i>	
INSS 605	IT for Business Transformation (3); prerequisite: graduate standing
FIN 605	Financial Management (1.5); prerequisite: FIN 505
FIN 625	Corporate Finance (1.5); prerequisite: FIN 605

#### **Three courses from the following (9 credits):**

ACCT 601	Forensic Accounting Principles (3); prerequisite: ACCT 505
ACCT 604	Litigation Support (3); prerequisite: ACCT 505
ACCT 605	Performance Management and Accounting Controls (3); prerequisite: ACCT 505
ACCT 630	Contemporary Issues in Financial Reporting (3); prerequisite: ACCT 511 or equivalent
ACCT 680	Taxation of Entities (3) <sup>2</sup> ; prerequisite: ACCT 405 or equivalent
ACCT 701	Accounting Ethics (3); prerequisite: ACCT 505 or permission of dept
ACCT 720	Design of Managerial Cost and Control Systems (3); prerequisite: ACCT 306 or ACCT 605

ACCT 755      Advanced Accounting Reporting Issues (3); prerequisite: ACCT 511 or equivalent  
ACCT 795      Graduate Accounting Internship (3); prerequisite: Department Consent Required

<sup>2</sup> Available as elective only to students who have not taken equivalent courses in their undergraduate program.

### **Electives (12 credits)**

Any 600- or 700-level accounting, finance or information systems course would be an acceptable elective. Management and marketing courses may be used to satisfy elective requirements with permission of the program director. Students must take at least 12 elective credits of a nonaccounting courses. Students may, with permission of the program director, take additional accounting course electives. Courses listed in the “Required Courses” above that are NOT selected to satisfy the required 18 credit hours of accounting courses may be used as elective courses.

## **MASTER OF SCIENCE IN BUSINESS–FINANCE**

[www.ubalt.edu/gradfinance](http://www.ubalt.edu/gradfinance)

C. Jerry Yu, faculty adviser

Rachael Breton, academic program coordinator

The M.S. in Business–Finance program provides motivated and talented students with a leading-edge program that includes advanced financial theory, practical business applications and an understanding of current research issues. Students will learn how to apply the latest tools and technologies of financial analysis and engineering to solve the challenging problems that they will confront in a global business environment. The program differs from the MBA in that both the required and elective courses are concentrated in finance, allowing students more rigorous, specialized training in this functional discipline.

This program is a natural complement to an undergraduate degree in accounting. Students who complete this degree will have the necessary coursework and additional credits necessary to meet the 150-hour requirement for licensure as a CPA in Maryland and many other states. Students who pursue the M.S. in Business–Finance are often preparing for professional certifications, such as the chartered financial analyst or certified financial planner.

### **MISSION**

The mission of the M.S. in Business–Finance program in the Merrick School of Business is to enable our students to become adaptive experts capable of applying advanced financial concepts and analytical techniques to decisions in their chosen fields of finance.

### **PROGRAM LEARNING GOALS**

Upon completing this comprehensive program, graduates of the M.S. Business–Finance program will be able to:

- **Learning Goal 1:** Understand the interaction of real economic markets, business strategies and the allocative function of financial markets.
- **Learning Goal 2:** Evaluate and understand company performance.
- **Learning Goal 3:** Value business entities.
- **Learning Goal 4:** Assess the risk and value financial securities.
- **Learning Goal 5:** Understand, assess and manage foreign exchange and interest rate risk.

## **FOUNDATION COURSES (9 CREDITS)**

ACCT 505	Accounting Essentials (1.5); prerequisite: graduate standing
ECON 505	Microeconomics (1.5); prerequisite: graduate standing
ECON 506	Macroeconomics (1.5); prerequisite: graduate standing
FIN 505	Essentials of Finance (1.5); prerequisite: ACCT 505 and ECON 505
OPRE 505	Fundamentals of Statistics (1.5); prerequisite: graduate standing
OPRE 506	Managerial Statistics (1.5); prerequisite: OPRE 505 or equivalent

## **DEGREE REQUIREMENTS (30 CREDITS)**

### **Required Courses (18 credits)**

ACCT 605	Performance Management and Accounting Controls (3); prerequisite: ACCT 505 or equivalent
FIN 605	Financial Management (1.5); prerequisite: FIN 505
FIN 615	Entrepreneurial Finance (1.5); prerequisite: FIN 605
FIN 625	Corporate Finance (1.5); prerequisite: FIN 605
FIN 705	Advanced Financial Analysis (3); prerequisite: FIN 605 and either FIN 615 or FIN 625
INSS 605	IT for Business Transformation (3)
INSS 753	Information Security and Business Continuity (3)
OPRE 605	Business Analytics (1.5); prerequisite: OPRE 505 and OPRE 506 or equivalent, or permission of the MBA program director

### **Finance Electives (Take 9 or 12 credits)**

FIN 700	Financial Reporting; prerequisite: ACCT 505 and FIN 605
FIN 704	Financial Markets and Institutions; prerequisite: FIN 505
FIN 715	Investment Analysis (3); prerequisite: FIN 605
FIN 720	Global Finance (3); prerequisite: FIN 605 and either FIN 615 or FIN 625
FIN 725	Risk Management (3); prerequisite: FIN 605 and either FIN 615 or FIN 625
FIN 750	Real Estate Investment (3)
FIN 770	New Venture Financing (3); prerequisite: FIN 605
FIN 780	Business Valuation (3); prerequisite: FIN 605
ENTR 760	Social Enterprise and Entrepreneurship (3); prerequisite: FIN 505

### **Nonfinance Electives (Take 3 or 0 credits)**

ACCT 510	Intermediate Accounting I (3); prerequisite: ACCT 505 or equivalent
ACCT 512	Auditing Accounting System (3); prerequisite: ACCT 511 or equivalent
ACCT 601	Forensic Accounting Principles (3); prerequisite: ACCT 505 or equivalent
ACCT 680	Taxation of Entities (3); prerequisite: ACCT 405 or equivalent
ACCT 720	Design of Managerial Cost and Control Systems (3); prerequisite: ACCT 306, ACCT 605 or equivalent
INSS 651	Database Management Systems (3); prerequisite: INSS 605
INSS 671	Systems Analysis and Design (3); prerequisite: computer literacy and word processing, spreadsheet and database competencies

## **MASTER OF SCIENCE IN TAXATION**

[www.ubalt.edu/taxation](http://www.ubalt.edu/taxation)

Fred Brown, director (University of Baltimore School of Law)

Rachel Breton, academic program coordinator

The University of Baltimore's M.S. in Taxation program was established in response to the increasing complexity of the field of taxation and its critical impact on the effective management of business, financial, industrial, governmental and nonprofit organizations.

The objectives of the program are to prepare students for careers as professional tax advisers for these organizations, and sharpen their skills and knowledge in a sophisticated and challenging educational environment created by the caliber of the students themselves, most of whom are working professionals seeking career enhancement or advancement. The course of study is designed to benefit tax advisers in the legal and accounting professions, and professionals involved in the fiscal policy and management of public and nonprofit organizations.

Graduate courses in taxation focus on substantive and procedural tax rules, as well as the interrelationship of tax policy within the political environment and national social and economic objectives. The program enables the student to develop broad technical competence in the substantive and procedural provisions of current tax law, and engage in research dealing with the theoretical aspects of taxation. The program also emphasizes the development of strong communication skills so that students learn to express their ideas and research findings clearly and persuasively.

The M.S. in Taxation program, in combination with an undergraduate degree in accounting, may fulfill the additional credits necessary to meet the 150-hour requirement for licensure as a CPA in Maryland and many other states. Because coursework completed as part of an undergraduate degree in accounting may vary, students are advised to contact the Maryland Board of Public Accountancy for the specific course requirements. Students who wish to sit for the CPA examination in other jurisdictions should contact that state's board of accountancy to determine that jurisdiction's specific requirements for taking the examination and subsequent licensing.

The M.S. in Taxation program is tailored to meet the needs of students who have an undergraduate degree in business with a major in accounting or its equivalent. It is a 30-hour program with seven required courses covering the basic areas of taxation. A variety of electives in specialized areas of

taxation complete the program's required 30 hours of coursework. An individual program of study is also designed to assist each student in meeting his or her career objectives.

Students who do not have an accounting degree or the equivalency but meet the admission requirements for the MBA program are admitted to the program and required to satisfy equivalency requirements in conjunction with the completion of the program. To meet equivalency requirements, students may be required to complete the foundation courses required for the M.S. in Accounting and Business Advisory Services.

### **Accounting Foundation Courses (19.5 credits)**

ACCT 306	Cost Accounting (3); ACCT 605 Performance Management and Accounting (3) may be used to satisfy
ACCT 405	Income Taxation (3); prerequisite: ACCT 505 or ACCT 201 and ACCT 202
ACCT 505	Accounting Essentials (1.5) <i>or</i> ACCT 201 and ACCT 202; prerequisite: graduate standing
ACCT 510	Intermediate Accounting I (3) <i>or</i> ACCT 301; prerequisite: ACCT 505
ACCT 511	Intermediate Accounting II (3) <i>or</i> ACCT 302; prerequisite: ACCT 510
ACCT 512	Auditing plus Accounting Information Systems (3) <i>or</i> ACCT 317 and ACCT 401; prerequisite: ACCT 511
ACCT 513	Intermediate Accounting III / Advanced Accounting (3) <i>or</i> ACCT 310 and ACCT 403; prerequisite: ACCT 511

### **Nonaccounting Foundation Courses (7.5 credits)**

ECON 505	MicroEconomics (1.5); prerequisite: graduate standing
ECON 506	MacroEconomics (1.5); prerequisite: graduate standing
FIN 505	Essentials of Finance (1.5); prerequisite: ACCT 505 and ECON 505
OPRE 505	Fundamentals of Statistics (1.5); prerequisite: graduate standing
OPRE 506	Managerial Statistics (1.5); prerequisite: OPRE 505 or equivalent

## **DEGREE REQUIREMENTS (30 CREDITS)**

### **Required Courses (21 credits)**

TAXA 650	Tax Research and Writing (3) <sup>1</sup>
TAXA 651	Fundamentals of Federal Income Taxation I (3) <sup>2</sup>
TAXA 652	Corporate Taxation (3)
TAXA 653	Partnership Taxation (3)
TAXA 654	Tax Practice and Procedure (3)
TAXA 655	Tax Policy (3)
TAXA 678	Fundamentals of Federal Income Taxation II (3) <sup>1</sup>

<sup>1</sup> *It is recommended that students take these courses early in the program. Also see the footnote below.*

<sup>2</sup> *This course is a prerequisite for all other tax courses except TAXA 650 Tax Research and Writing. In the fall semester only, TAXA 651 is a prerequisite or corequisite for TAXA 650. With the approval of the*

*program director, students who do not begin their coursework during the fall semester may take courses during spring and summer terms without meeting this prerequisite requirement; such students must take TAXA 651 at the earliest opportunity.*

### **Elective Courses (9 credits)**

Students should work with the program director, faculty members and their academic adviser to determine what coursework works best for them to satisfy their nine credits of program electives based on their prior coursework, professional experience and career goals.

TAXA 660	Estate and Gift Taxation (3)
TAXA 662	Foreign Taxation (3)
TAXA 663	Qualified Pension and Profit-Sharing Plans (3)
TAXA 664	Executive Compensation (2)
TAXA 665	Tax Exempt Organizations (2)
TAXA 667	Estate Planning (3)
TAXA 668	Business Planning (3); prerequisite: TAXA 652 and TAXA 653
TAXA 670	Income Taxation of Estates and Trusts (3)
TAXA 684	S-Corporations (1)
TAXA 671	Corporate Reorganizations (3); prerequisite: TAXA 652
TAXA 672	State and Local Taxation (3)
TAXA 674	Consolidated Corporations (2); prerequisite: TAXA 652
TAXA 675	Advanced Real Estate Taxation (2); prerequisite: TAXA 678
TAXA 679	Welfare Benefit Plans (2)
TAXA 680	Advanced Qualified Pension and Profit-Sharing Plans (3); prerequisite: TAXA 663
TAXA 682	Bankruptcy Taxation (2)
TAXA 683	Basics in Financial Planning (3)
TAXA 799	Independent Study (1–2)

## **MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP**

[www.ubalt.edu/nonprofit](http://www.ubalt.edu/nonprofit)

Tylis Cooper, adviser, College of Public Affairs

Rachel Breton, academic program coordinator

The University of Baltimore's M.S. in Nonprofit Management and Social Entrepreneurship program leverages the expertise of the College of Public Affairs and the Merrick School of Business to provide students with a comprehensive education that addresses not just effective nonprofit management but also the forward-thinking initiatives of social enterprise.

As nonprofit organizations fill an ever-increasing societal need by providing services in areas spanning health care, education, workforce development and support for disadvantaged populations, a new generation of nonprofit managers is in high demand. These managers must be prepared to deal

head on with the challenges that nonprofit organizations face due to their legal status, governance and funding needs, in addition to managing and meeting standards of accountability.

## **DEGREE REQUIREMENTS (36 CREDITS)**

### **Required Courses (27 credits)**

PUAD 621	Public Personnel and Human Resource Management (3); prerequisite: graduate standing
PUAD 629	Public Program Evaluation (3); prerequisite: AUAD 628
PUAD 700	Concepts and Practices of Nonprofits (3); prerequisite: graduate standing
PUAD 734	Strategic Planning (3); prerequisite: graduate standing
PUAD 776	Legal Aspects of Nonprofit Administration (3); prerequisite: graduate standing
HSER 600	Fundraising and Grant Writing (3)
ACCT 505	Accounting Essentials (1.5) <b>and</b> MGMT 605 Leading with Integrity (1.5); prerequisite: graduate standing
MGMT 615	Managing in a Dynamic Environment (3); prerequisite: MGMT 605
ENTR 760	Social Enterprise and Entrepreneurship (capstone) (3); prerequisite: FIN 505 or permission of instructor

### **Specialization (9 credits)**

*Students choose a nine-credit specialization in one of three areas:*

#### **Global Affairs**

Focus on the role of nongovernmental organizations in addressing global problems, taking classes from experts in global affairs and human security and in global leadership.

#### **Health Management**

Understand the role of nonprofits in health care provision, which accounts for more than 60 percent of all nonprofit organizations in Maryland, and take advantage of the University's expertise in health systems management and public administration.

#### **General Management**

Hone management skills and techniques through courses in public and business administration, preparing to deal with such issues as performance measurement, marketing and advanced human resource management.

## **GRADUATE CERTIFICATE IN ACCOUNTING FUNDAMENTALS**

[www.ubalt.edu/accountingcert](http://www.ubalt.edu/accountingcert)

Phillip J. Korb, faculty adviser

Rachel Breton, academic program coordinator

The Graduate Certificate in Accounting Fundamentals is designed primarily for individuals who want to strengthen their understanding of accounting or those seeking to fulfill the accounting requirements for the CPA examination but not wishing to earn a graduate business degree. The certificate courses may satisfy six elective credits in the MBA program or 12 of the prerequisite credits in the M.S. in Accounting and Business Advisory Services program.

### **ADMISSION**

Admission to the Certificate in Accounting Fundamentals program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of an official transcript pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. This certificate requires ACCT 505 Introduction to Accounting (or its equivalent) as a prerequisite for each course in the program. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last three credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Accounting Fundamentals requires the completion of the following four courses:

ACCT 510	Intermediate Accounting I (3); prerequisite: ACCT 505 or equivalent
ACCT 511	Intermediate Accounting II (3); prerequisite: ACCT 510 or equivalent
ACCT 512	Auditing/Accounting Information Systems (3); prerequisite: ACCT 511 or equivalent
ACCT 513	Intermediate Accounting III/Advanced Accounting (3); prerequisite: ACCT 511 or equivalent

### **GRADUATE CERTIFICATE IN BUSINESS FUNDAMENTALS**

[www.ubalt.edu/businesscert](http://www.ubalt.edu/businesscert)

Justin Daniel, assistant dean, graduate business academic and career services

Rachel Breton, academic program coordinator

The Graduate Certificate in Business Fundamentals is designed primarily for participants interested in learning some of the basic concepts of business or who are considering the eventual completion of an

MBA. Local, national and international organizations frequently consider the Graduate Certificate in Business Fundamentals as an option for maintaining currency in the field of business. Successful completion of the certificate courses will satisfy the foundation coursework required for the MBA program.

### **ADMISSION**

Admission to the Graduate Certificate in Business Fundamentals program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of an official transcript pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last three credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore. A max of three credit hours of 600-level MBA courses may replace waived 500-level coursework.

### **CERTIFICATE REQUIREMENTS**

Subject to individual students' approved plans, the Graduate Certificate in Business Fundamentals requires the completion of all of the following courses (12 credits):

ACCT 505	Accounting Essentials (1.5); prerequisite: graduate standing
ECON 505	MicroEconomics (1.5); prerequisite: graduate standing
ECON 506	MacroEconomics (1.5); prerequisite: graduate standing
FIN 505	Essentials of Finance (1.5); prerequisite: ACCT 505 and ECON 505
MKTG 505	Marketing Essentials (1.5); prerequisite: graduate standing
OPM 505	Introduction to Operations Management (1.5) prerequisite: graduate standing
OPRE 505	Fundamentals of Statistics (1.5) prerequisite: graduate standing
OPRE 506	Managerial Statistics (1.5) prerequisite: OPRE 505 or equivalent

### **GRADUATE CERTIFICATE IN FORENSIC ACCOUNTING**

Phillip J. Korb, faculty adviser

Rachel Breton, academic program coordinator

The Graduate Certificate in Forensic Accounting is designed to meet the demands of the forensic accounting marketplace in public accounting firms, consulting firms specializing in risk consulting and forensic accounting services, insurance companies, government organizations and financial institutions.

Although knowledge of typical fraud schemes and how to conduct an investigation are important skills for the forensic accountant, detecting fraud and developing evidence for litigation of fraudulent activities require knowledge of data analysis techniques and skills in the area of valuation so that investigations can be performed efficiently and strategically. The practice of forensic accounting in the public accounting arena includes extensive valuation services in the areas of succession planning, tax planning, and business mergers and acquisitions. The certificate courses may satisfy up to nine elective credits in the MBA program or 12 credits in the M.S. in Accounting and Business Advisory Services program.

## **ADMISSION**

Admission to the Graduate Certificate in Forensic Accounting program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. This certificate does require additional prerequisites for each course in the program, as indicated below. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

## **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last three credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

## **CERTIFICATE REQUIREMENTS (12 CREDITS)**

The Graduate Certificate in Forensic Accounting requires the completion of the following courses:

### **Required Courses (9 credits)**

ACCT 601	Forensic Accounting Principles (3); prerequisite: ACCT 505
ACCT 740	Advanced Topics in Assurance Services (3); prerequisite: ACCT 512
FIN 780	Business Valuation (3); prerequisite: FIN 605

### **Elective Course (3 credits)**

*Choose one of the following:*

ACCT 604	Litigation Support (3); prerequisite: ACCT 505
FIN 700	Financial Reporting (3); prerequisites: ACCT 505 and FIN 605
INSS 753	Information Security in Assurance (3); prerequisite: INSS 605

## **GRADUATE CERTIFICATE IN INTERNAL AUDIT SERVICES**

Phillip J. Korb, faculty adviser

Rachel Breton, academic program coordinator

The Graduate Certificate in Internal Audit Services is designed to meet the increasing demand for internal audit professionals in the U.S. and global marketplaces. In the Baltimore metropolitan area, the demand stems from for-profit and government/nonprofit sectors, such as Exelon, Under Armour, Legg Mason, Johns Hopkins and the Maryland state government. Internal auditors combine skills from several areas, such as accounting, finance, operations management and IT/cybersecurity, and this certificate combines courses from these areas. In addition, successful completion of the certificate will satisfy coursework required for the M.S. in Accounting and Business Advisory Services program.

### **ADMISSION**

Admission to the Graduate Certificate in Internal Audit Services program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of an official transcript pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last three credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS (12 CREDITS)**

The Graduate Certificate in Internal Audit Services requires ACCT 505 Accounting Essentials (or its equivalent) as a prerequisite for each course in the certificate program and the completion of coursework in each of the following areas:

#### **Financial Auditing (0–3 credits):**

ACCT 512 Auditing/Accounting Information Systems (3); prerequisite: ACCT 511 or equivalent

If this course is taken as part of a prior undergraduate degree (e.g., ACCT 401), students will substitute an additional graduate elective as discussed below.

#### **Financial Reporting, Fraud, Internal Audit Technical Topic and Other Related Topics (3):**

ACCT 740 Advanced Topics in Assurance Services (3); prerequisite: ACCT 512 or equivalent

If prior coursework is deemed insufficient to meet ACCT 740 course learning objectives, students must complete an independent study (ACCT 799) of internal audit topics.

**Management Accounting (3):**

ACCT 605 Performance Management and Accounting Controls (3); prerequisite: ACCT 505 or equivalent;

*or*

ACCT 720 Design of Managerial Cost and Control Systems (3); prerequisite: ACCT 306, ACCT 605 or equivalent

ACCT 605 is a prerequisite of for ACCT 720. Students who do not have a managerial accounting background will take ACCT 605. Students who have already taken ACCT 605 or the undergraduate equivalent as a part of another degree will take ACCT 720.

**Electives from IT or Operations Management (3–6 credits)**

*Select one or more of the following to complete the certificate:*

ACCT 752 Advanced Topics in Accounting Systems (3); prerequisite: ACCT 512 or equivalent

OPM 615 Innovation and Project Management (3); prerequisite: OPM 505 or equivalent

OPM 625 Operations and Supply Chain Management (3); prerequisite: OPM 505 or equivalent

INSS 753 Information Security in Assurance (3); prerequisite: INSS 650 and 751 or permission of the instructor

INSS 671 Systems Analysis and Design (3); prerequisite: graduate standing

INSS 651 Database Management Systems (3); prerequisite: INSS 605 or related course from ACCT, OPM or INSS, with the approval of the program director

**GRADUATE CERTIFICATE IN GOVERNMENT FINANCIAL MANAGEMENT**

Phillip J. Korb, faculty adviser

Justin Daniel, assistant dean, graduate business academic and career services

The Graduate Certificate in Government Financial Management provides training in federal and state government accounting, auditing, budgeting and finance. The certificate offers training for growing demand in careers in government accounting, auditing and financial management for students interested in being employed by accounting firms and federal and state government agencies in Maryland and Washington, D.C.

**ADMISSION**

Admission to the Graduate Certificate in Government Financial Management program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. This certificate does require additional prerequisites for each course in the program, as indicated below. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

## **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last three credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

## **CERTIFICATE REQUIREMENTS (12 CREDITS)**

The Graduate Certificate in Government Financial Management requires the completion of the following courses:

### **Required Courses (6 credits)**

ACCT 702	Federal and State Government Accounting (3)
PUAD 622	Public Budgeting and Fiscal Administration (3)

### **Elective Course (6 credits)**

*Choose two of the following:*

ACCT 512      Auditing; prerequisite: ACCT 511 or equivalent

**or**

ACCT 740      Advanced Auditing; prerequisite: ACCT 512 or equivalent (only ACCT 512 **or** ACCT 740 can be taken, but not both)

ACCT 605      Performance Management and Accounting Controls; prerequisite: ACCT 505 or equivalent

**or**

ACCT 720      Design of Management Cost and Control Systems; prerequisite: ACCT 306, ACCT 605 or equivalent (only ACCT 605 **or** ACCT 720 can be taken, but not both)

FIN 605/625      Financial Management; prerequisite: FIN 505  
/ Corporate Finance; prerequisite: FIN 605

FIN 715      Investment Analysis; prerequisite: FIN 605

## **GRADUATE CERTIFICATE IN ORGANIZATIONAL LEADERSHIP**

Justin Daniel, assistant dean, graduate business academic and career services

Rachel Breton, academic program coordinator

The Graduate Certificate in Organizational Leadership is designed to enhance the leadership acumen of business professionals. It is intended to be of value to individuals with formalized business training and those with nonbusiness backgrounds. Students will increase their understanding of the concepts and tools needed for effective leadership.

To receive this certificate, a student must complete 12 credit hours of prescribed coursework and maintain a cumulative GPA of not less than 3.0 for courses taken in the certificate program. The coursework must be completed after a student has received a bachelor's degree or equivalent.

### **ADMISSION**

Admission to the Graduate Certificate in Organizational Leadership program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. Application questions should be directed to the Office of Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)).

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last three credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Organizational Leadership requires the completion of two required 1.5-credit courses and three elective courses, as noted below:

#### **Required Courses (7.5 credits)**

MGMT 605      Leading with Integrity (1.5); prerequisite: graduate standing  
MGMT 730      Leadership, Learning and Change (3); prerequisite: graduate standing  
MGMT 731      Leadership Seminar (3); prerequisite: graduate standing

#### **Electives (4.5 credits)**

MGMT 615      Managing in a Dynamic Environment (3); prerequisite: MGMT 605  
MGMT 625      Collaboration, Negotiation and Conflict Management (3); prerequisite:  
MGMT 605  
MGMT 732      Leadership: Self-Organization and the Firm (3); prerequisite: graduate standing  
MGMT 760      Organizational Creativity, Change and Entrepreneurship (3); prerequisite: MGMT 605  
ENTR 605      Creativity and the Entrepreneurial Mindset (1.5) **or** another 1.5-credit course with the  
permission of the department chair; prerequisite: graduate standing