

MERRICK SCHOOL OF BUSINESS

Murray Dalziel, dean

Marilyn Oblak, associate dean

Justin Daniel, assistant dean, graduate programs and career services

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 was 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 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 (410.837.4777, admission@ubalt.edu) with the appropriate application fee; apply online at 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 admission committee. Please limit statement to 1,000 words.

- a resume.

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

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.

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

ADMISSION CRITERIA

Admission to the Merrick School of Business is competitive. The Graduate Admission 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 may pursue a second master's degree within the Merrick School of Business. **Students who are continuously enrolled** may transfer a maximum of 12 credits from the first degree to the second degree, provided that:

- Transferred courses must be B or better.

- Only courses that have not been applied previously to both the first master's and a postbaccalaureate certificate within a master's or as part of the accelerated bachelor's/master's may be transferred to the second master's.

For students who are **not** continuously enrolled, a maximum of 9 credits may be transferred from the first degree to the second degree, subject to the review of the program director and the dean's office. Courses applied previously to both the first master's and either a P.B.C. within a master's or as part of the accelerated bachelor's/master's may not be transferred to the second master's.

A second MBA will not be obtained.

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 6 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 a student's transcript. A student whose cumulative grade point average is below 3.0, after having completed at least 6 credits, is automatically on probation. Students on probation have 6 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 (3 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 and Internship Center's e-Recruiting website at www.ubalt.edu/ubworks. Opportunities for graduate assistantship positions are based on particular needs of the faculty and administration. Students interested in positions must visit the Career and Internship 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 9 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 an undergraduate grade point average of at least 3.5, with at least 15 credits earned at UB, and be admissible to the graduate program to which they are applying for the accelerated option. The undergraduate GPA is calculated using all graded collegiate credits attempted at UB and other institutions over the past five years. At least 15 credits must be upper-division credits (300-level or above). Individual programs may require a certain number of credits to be upper-division credits in the major and for those credits to achieve a certain grade point average. Students should apply for the accelerated option prior to beginning the last 30 credits of their bachelor's degree so that if accepted, they may attempt the graduate credits during the last 30 credits of that degree. Students may not apply before they have successfully completed at least 75 credits, and the grade point average for acceptance will not be calculated until at least 87 credits



have been completed. Students interested in an accelerated option should consult with an adviser as soon as possible.

To remain in the program once accepted, students must maintain a 3.5 GPA in their undergraduate coursework and a 3.0 GPA in their graduate coursework.

In applying for the program, students must secure the approval of the dean's representative and the undergraduate and graduate chairs involved, and develop an approved course plan prior to beginning the last 30 credits of their undergraduate degree. The application is on the UB website.

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 9 graduate credits may count toward any postbachelor'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

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 students take all of their 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, 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) or 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 (9 credits) and electives (9 credits), as indicated below:

Foundation Courses (12 credits)

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)

Required Core Courses (18 credits)

ACCT 605	Performance Management and Accounting Controls (3)
ECON 605	Business and Public Policy in a Global Economy (1.5)
ENTR 605	Creativity and the Entrepreneurial Mindset (1.5)
FIN 605	Financial Management (1.5)
INSS 605	IT for Business Transformation (3)
MGMT 605	Leading with Integrity (1.5)
MGMT 790	Strategic Management Capstone (3)
MKTG 605	Marketing Strategy (1.5)
OPRE 605	Business Analytics (1.5)

Flexible Core Courses (9 credits)

Choose one of the following:

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

Choose one of the following:

MKTG 615	Entrepreneurial Marketing (1.5)
MKTG 625	Customers and Markets (1.5)

Choose one of the following:

OPM 615	Innovation and Project Management (3)
OPM 625	Operations and Supply Chain Management (3)

Choose one of the following:

FIN 615	Entrepreneurial Finance (1.5)
FIN 625	Corporate Finance (1.5)

Electives (9 credits)

The MBA specializations are listed below. Students may choose the customized specialization to select any 9 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 9 credits of MBA electives.

Customized

Ideal for students whose career ambitions go beyond a defined specialization, the customized option allows students to choose most 600-level or any 700-level MBA course as part of their elective requirements. For example, if a student is a marketing manager but want to transition to the technology industry, that student may decide to take a combination of marketing and information systems electives. Someone starting a new business may want to take entrepreneurship, finance and human resource management electives.

Specialization in Entrepreneurship and Innovation

The entrepreneurship and innovation 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 MBA's 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

Baltimore is one of the hotbeds in the U.S. for health care with large research and community hospitals, biotechnology firms, and insurance providers in the region. The specialization in health care management helps professionals 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 leadership skills.

This specialization utilizes the faculty expertise found in the University of Baltimore College of Public Affairs' [School of Health and Human Services](#).

Specialization in Global Management

The MBA specialization in global management develops managers and business leaders for rewarding careers in international businesses, government agencies and multicultural organizations. Students will gain a theoretical basis for understanding the core concepts of global business. These include but are not limited to global finance, global marketing

management, cross-cultural leadership and business strategy in an international business environment.

Specialization in Leadership and Management Development

The MBA specialization in leadership and management development is focused on core concepts of leadership and management, including but not limited to leadership, global leadership, human resource management and organizational behavior topics.

Specialization in Digital Business

Digital transformation and innovation are forcing business to rapidly adapt. The specialization in digital business will provide students with an understanding of the key effects of technological change on business.

Specialization in Data Analytics

With data and analytical methods increasingly in demand, managers continuously synthesize and utilize everything from supply chains, social networks, customer engagement, revenue modeling, etc. The MBA specialization in data analytics allows students to build upon the predictive analytics knowledge acquired in the MBA core courses and hones in on the big data principles that aid in business strategies. It allows students to go back to their workplace with knowledge in hand to make an impact.

Specialization in Cyber Security and Organizational Resilience

No business, government entity or nonprofit wants the fallout of a cybersecurity breach. Managing the cyber security function within an organization has become increasingly strategically important, as organizations seek to maintain information security in an increasingly hostile threat environment while still allowing for digital innovation and transformation. The UB MBA specialization in cyber security and organizational resilience prepares professionals to plan for, mitigate and respond to the risks and threats associated with the use of digital technologies, focusing on governance, risk and compliance initiatives.

Specialization in Marketing

The marketing expertise and skills students will acquire in this specialization are designed for lifelong value domestically and globally. The MBA marketing specialization prepares students to better understand the strategies associated with creating customer value. Students will broaden their marketing entrepreneurial skills and strengthen their analytical skills. They will be introduced to the fast-changing world of marketing communications and digital media that is transforming how customers engage with brands.

Specialization in Public-Sector Management

The UB MBA specialization in public-sector management is offered in partnership with the [University of Baltimore College of Public Affairs](#). It focuses on managing public-sector agencies effectively and efficiently using knowledge of public policy and business to make better decisions. This perspective prepares graduates for careers as managers and policymakers in governmental agencies, nonprofits and NGOs.

MASTER OF SCIENCE IN ACCOUNTING AND BUSINESS

ADVISORY SERVICES

www.ubalt.edu/gradaccounting

Mikhail Pevzner, 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 505	Accounting Essentials (1.5)
ACCT 510	Intermediate Accounting I (3)
ACCT 511	Intermediate Accounting II (3)
ACCT 512	Auditing/Accounting Information Systems (3)
FIN 505	Essentials of Finance (1.5)

DEGREE REQUIREMENTS

Thirty credits are required to complete the program as follows:

Required Courses (9 credits)

ACCT 740	Advanced Topics in Assurance Services (3) ¹
ACCT 752	Topics in Accounting Systems (3) ¹
or	
INSS 605	IT for Business Transformation (3)
FIN 605	Financial Management (1.5)
FIN 625	Corporate Finance (1.5)

Three courses from the following (9 credits)

ACCT 513	Intermediate Accounting III/Advanced Accounting (3) ^{2,3}
ACCT 514	Fundamentals of Income Taxation (3) ^{2,3}
ACCT 601	Forensic Accounting Principles (3) ³
ACCT 605	Performance Management and Accounting Controls (3) ^{2,3}
ACCT 630	Financial Statement Analysis (3) ³
ACCT 650	Law, Regulation, and Professional Responsibility (3) ³
ACCT 680	Taxation of Entities (3) ³
ACCT 701	Accounting Ethics (3) ³
ACCT 702	Federal and State Government Accounting (3) ³
ACCT 720	Strategic Profitability Analysis (3)
ACCT 755	Advanced Accounting Reporting Issues (3) ³



ACCT 770 Seminar in Current Topics in Accounting (3)³
ACCT 795 Graduate Accounting Internship (3)
ACCT 797 Special Topics in Accounting (3)

¹ If this course was taken as part of a prior undergraduate degree, it must be substituted with an additional accounting course below.

² required elective if no equivalent course at the undergraduate level

³ available as an elective only to students who have not taken equivalent courses in their undergraduate program

Electives (12 credits)

Students should work with the program director to determine what coursework works best for them to satisfy their 12 credit hours of electives for 600- or 700-level ACCT, INSS or FIN courses as well as PUAD 622, based on their prior undergraduate business and accounting coursework, professional experience, and career goals. Electives from other areas can be taken with the approval of the program director.

MASTER OF SCIENCE IN BUSINESS–FINANCE

www.ubalt.edu/gradfinance

C. Jerry Yu, faculty adviser

Rachel 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 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 of 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)
ECON 505	Microeconomics (1.5)
ECON 506	Macroeconomics (1.5)
FIN 505	Essentials of Finance (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

DEGREE REQUIREMENTS (30 CREDITS)

Required Courses (18 credits)

ACCT 605	Performance Management and Accounting Controls (3)
FIN 605	Financial Management (1.5)
FIN 615	Entrepreneurial Finance (1.5)
FIN 625	Corporate Finance (1.5)
FIN 705	Advanced Financial Analysis (3)
INSS 605	IT for Business Transformation (3)
INSS 753	Information Security and Business Continuity (3)
OPRE 605	Business Analytics (1.5)

Finance Electives (9-12 credits)

ENTR 760	Social Enterprise and Entrepreneurship (3)
FIN 624	Finance and Accounting Analytics (3)*
FIN 700	Financial Reporting
FIN 704	Financial Markets and Institutions
FIN 715	Investment Analysis (3)
FIN 720	Global Finance (3)
FIN 725	Risk Management (3)
FIN 750	Real Estate Investment (3)
FIN 770	New Venture Financing (3)
FIN 780	Business Valuation (3)
FIN 792	Special Topics in Financial Management (1.5)
FIN 797	Special Topics in Financial Management (3)

Optional Nonfinance Electives (0-3 credits):

Students should work with the program director to determine what coursework works best for them to satisfy their 12 credits of electives based on their prior undergraduate coursework, professional experience and career goals. Students may take no more than the 3 credits outside of FIN, ACCT or INSS as a portion of the 12-credit total elective requirement. Electives from other areas can be taken with the approval of the program director.



MASTER OF SCIENCE IN TAXATION

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 514	Fundamentals of Income Taxation (3)
ACCT 505	Accounting Essentials (1.5) or ACCT 201 and ACCT 202
ACCT 510	Intermediate Accounting I (3) or ACCT 301
ACCT 511	Intermediate Accounting II (3) or ACCT 302
ACCT 512	Auditing plus Accounting Information Systems (3) or ACCT 317 and ACCT 401
ACCT 513	Intermediate Accounting III/Advanced Accounting (3) or ACCT 310 and ACCT 403

Nonaccounting Foundation Courses (7.5 credits)

ECON 505	MicroEconomics (1.5)
ECON 506	MacroEconomics (1.5)
FIN 505	Essentials of Finance (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

DEGREE REQUIREMENTS (30 CREDITS)

Required Courses (21 credits)

TAXA 650	Tax Research and Writing (3) ¹
TAXA 651	Fundamentals of Federal Income Taxation I (3) ²
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) ¹

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

² *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. Please review course descriptions for additional prerequisites.*

Electives (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 9 credits of program electives based on their prior coursework, professional experience and career goals.

TAXA 658	Investigation, Prosecution and Defense of Tax Crimes (3)
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)
TAXA 670	Income Taxation of Estates and Trusts (3)
TAXA 684	S-Corporations (1)
TAXA 671	Corporate Reorganizations (3)
TAXA 672	State and Local Taxation (3)
TAXA 674	Consolidated Corporations (2)
TAXA 675	Advanced Real Estate Taxation (2)
TAXA 679	Welfare Benefit Plans (2)
TAXA 680	Advanced Qualified Pension and Profit-Sharing Plans (3)
TAXA 682	Bankruptcy Taxation (2)
TAXA 683	Basics in Financial Planning (3)
TAXA 685	Accounting for Income Taxes (2)
TAXA 799	Independent Study (1-2)

MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP

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, work force 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)
PUAD 629	Public Program Evaluation (3)
PUAD 700	Concepts and Practices of Nonprofits (3)
PUAD 734	Strategic Planning (3)
PUAD 776	Legal Aspects of Nonprofit Administration (3)
HSER 600	Fundraising and Grant Writing (3)
ACCT 505	Accounting Essentials (1.5) and MGMT 605: Leading with Integrity (1.5)
MGMT 615	Managing in a Dynamic Environment (3)



Specialization (9 credits)

Students choose a 9-credit specialization in one of three areas:

Global Affairs

Focus on the role of NGOs 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

Mikhail Pevzner, faculty adviser

Rachel Breton, academic program coordinator

The Graduate Certificate in Accounting Fundamentals is designed primarily for people 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 6 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 3 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:

Required Courses (9 credits)

ACCT 510	Intermediate Accounting I (3)
ACCT 511	Intermediate Accounting II (3)
ACCT 512	Auditing/Accounting Information Systems (3)

Elective Course (3 credits)

Choose one of the following:

ACCT 513	Intermediate Accounting III/Advanced Accounting (3)
ACCT 514	Fundamentals of Income Taxation (3)
ACCT 605	Performance Management and Accounting Controls (3)
ACCT 701	Accounting Ethics (3)

GRADUATE CERTIFICATE IN BUSINESS FUNDAMENTALS

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 those 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 3 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 3 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)
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)

GRADUATE CERTIFICATE IN FORENSIC ACCOUNTING

(This program is no longer accepting new students. Interested students should consider the [Graduate Certificate in Business Valuation](#).)

Mikhail Pevzner, 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 9 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 3 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)
ACCT 740	Advanced Topics in Assurance Services (3)
FIN 780	Business Valuation (3)

Elective (3 credits)

Choose one of the following:

ACCT 604	Litigation Support (3)
FIN 700	Financial Reporting (3)
INSS 753	Information Security in Assurance (3)

GRADUATE CERTIFICATE IN INTERNAL AUDIT SERVICES

www.ubalt.edu/internalauditcert

Mikhail Pevzner, 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 3 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)

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)

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)

or

ACCT 720 Design of Managerial Cost and Control Systems (3)

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 Topics in Accounting Systems (3)

OPM 615 Innovation and Project Management (3)

OPM 625 Operations and Supply Chain Management (3)

INSS 753 Information Security in Assurance (3)

INSS 671 Systems Analysis and Design (3)

INSS 651 Database Management Systems (3)

GRADUATE CERTIFICATE IN BUSINESS VALUATION

www.ubalt.edu/valuationcert

Mikhail Pevzner, faculty adviser

Rachel Breton, academic program coordinator

This certificate will allow students to learn material necessary to become a certified valuator. The table below provides a summary of different professional certifications available, and this certificate will provide partial preparation for the following professional certifications:

- Accredited in Business Valuation
- Certified Valuation Analyst
- Accredited Valuation Analyst
- Certified Business Appraiser
- Accredited Senior Appraiser
- Certified in Entity and Intangible Valuations.

ADMISSION

Admission to the Graduate Certificate in Business Valuation 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 3 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 Business Valuation requires the completion of the following courses:

Foundation Courses (3 credits)

ACCT 505 Accounting Essentials (1.5)

FIN 505 Essential of Finance (1.5)

Required Courses (9 credits)

FIN 605/625 Financial Management (1.5) / Corporate Finance (1.5)¹

or

FIN 715 Investment Analysis (3)¹

ACCT 635 Financial Statement Analysis (3)



or

FIN 700 Financial Reporting (3)

FIN 780 Business Valuation (3)

The coursework for this certificate lies within the UB M.S. in Accounting and Business Advisory Services, but students in the M.S. in Business-Finance could apply the certificate toward that M.S. as well. Use of electives in the MBA would also permit MBA students to earn the certificate while also earning an MBA.

¹Students without substantial undergraduate background in finance (defined as at least 6 undergraduate credits in finance from an AACSB international-accredited business school) are required to take FIN 605/625. FIN 505 can be waived if at least 3 undergraduate credits in introductory finance were taken in an AACSB International-accredited business school. Students with at least 6 undergraduate credits in finance from an AACSB International-accredited business school are required to take FIN 715.

Once course from the following (3 credits)^{2, 3}

FIN 715 Investment Analysis (3)²
ACCT 601 Forensic Accounting Principles (3)
ACCT 604 Litigation Support (3)
ACCT 680 Taxation of Entities (3)
ACCT 755 Advanced Financial Reporting Issues (3)
FIN 705 Advanced Financial Analysis (3)

²Fin 715 is required to be taken as an elective if not taken as a required course.

³Or another ACCT or FIN course with the approval of the M.S. in Accounting and Business Advisory Services program director.

GRADUATE CERTIFICATE IN GOVERNMENT FINANCIAL MANAGEMENT

www.ubalt.edu/gfm

Mikhail Pevzner, faculty adviser

Rachel Breton, academic program coordinator

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 by federal and state government agencies in Maryland and Washington, D.C.

ADMISSION

Admission to the Graduate Certificate in Government Financial Management 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 3 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 (3)

or

ACCT 740 Advanced Auditing (3)

ACCT 605 Performance Management and Accounting Controls (3)

or

ACCT 720 Strategic Profitability Analysis (3)

FIN 605/625 Financial Management (1.5)/Corporate Finance (1.5)

FIN 715 Investment Analysis (3)

GRADUATE CERTIFICATE IN ORGANIZATIONAL LEADERSHIP

www.ubalt.edu/leadershipcert

Lisa Stickney, faculty adviser

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 people 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).

APPLICATION FOR GRADUATION

Application for graduation must be made prior to completing the last 3 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)
MGMT 730	Leadership, Learning and Change (3)
MGMT 731	Leadership Seminar (3)

Electives (4.5 credits)

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