MERRICK SCHOOL OF BUSINESS
Murray Dalziel, dean

Marilyn Oblak, associate dean
Lisa Park, assistant dean, academic affairs and student services
Web: www.ubalt.edu/merrick

MISSION
The Merrick School of Business is an AACSB International-accredited school committed to providing exceptional learning experiences that facilitate the transformation and empowerment of students into knowledgeable, responsive business professionals and leaders.

The Merrick School of Business focuses on continuing a trajectory of academic excellence. Our vision is to be a school of choice for students with great potential, for faculty with strong research and teaching capabilities and for business leaders with high expectations for thought leadership and talent. The School of Business’ mission is to transform and empower students while remaining true to our legacy of serving nontraditional and first-generation college students. The key to our students’ success is an intellectual and professional learning environment that brings theory to practice.

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

- **Accounting**
  Phillip Korb, department chair

- **Finance and Economics**
  Chih-Hsien Yu, department chair

- **Information Systems and Decision Science**
  Danielle Fowler, department chair

- **Management and International Business**
  Tigineh Mersha, 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 (www.aacsb.edu). 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 2,000 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
School of Business faculty bring to the classroom exceptional professional and academic credentials. Ninety-six percent of the faculty possess a doctorate in their fields. In addition, School of Business faculty 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.

Not only do our faculty members adhere to the high-quality standards of teaching mandated by AACSB International accreditation, but their teaching efforts consistently rate exceptionally high on internal measures of teaching excellence.

FACILITIES
The Merrick School 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 discussion, a 200-seat auditorium with simultaneous translation capability, catering and meeting facilities, a student lounge, offices for the Merrick School 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 Entrepreneurial Opportunity Center
- the Jacob France Institute.

GRADUATE STUDIES IN THE MERRICK SCHOOL OF BUSINESS
The objectives of all 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 School of Business, in conjunction with Towson University, offers an MBA program with 10 areas of specialization, as well as a master’s program in accounting and business advisory services. The Merrick School of Business, in partnership with the University of Baltimore School of Law, also offers a master’s program in taxation. In addition, certificate programs are available in business fundamentals, accounting fundamentals and leadership for organizations.
Master’s Programs

- UB/Towson Master of Business Administration (MBA) (with Towson University)
- Accounting and Business Advisory Services (M.S.) (with Towson University)
- Business–Finance (M.S.)
- Innovation Management and Technology Commercialization (M.S.)
- Taxation (M.S.)

Dual-Degree UB/Towson 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/Ph.D. 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
- Leadership for Organizations
- Innovation Management and Technology Commercialization

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 Graduate Admission (410.837.6565, gradadmission@ubalt.edu) or to the Office of International Admission (410.837.4777, intladmission@ubalt.edu), as necessary, with the appropriate application fee. Apply online at www.ubalt.edu/apply.
- two official copies of transcripts from all institutions attended
- Graduate Management Admissions Test 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 certificate or Master’s Advantage programs.
GRADUATE MANAGEMENT ADMISSIONS TEST
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. The following provisions qualify for GMAT waiver consideration:

- possession of an advanced degree (master’s degree or higher)
- or
- the combination of an undergraduate grade point average of 3.25 or higher and five years or more of significant managerial experience. A personal interview with a UB/Towson MBA adviser and a letter from your direct supervisor indicating managerial experience may be required.

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 from the University of Baltimore Office of Graduate Admission (410.837.6565 or gradadmission@ubalt.edu).

ADMISSION CRITERIA
Admission to the 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 to gain a personal competitive advantage. Many already have a graduate business degree such as an MBA and pursue post-graduate 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 School of Business may pursue another advanced degree in the school, provided that:

- a second MBA degree 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.
WAIVER POLICY AND TRANSFER OPTIONS

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

- The business fundamental 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 fundamentals. 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 must approve course content.

VISITING STUDENTS

A student who has matriculated into a graduate or professional studies program at another regionally recognized university and who 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 who 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 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.

Certain academic policies and procedures of the UB/Towson MBA program may differ from those of the graduate programs at both the University of Baltimore and Towson University. Refer to the UB/Towson MBA website at http://mba.towson.ubalt.edu for those policies and procedures.

GRADUATE ASSISTANTSHIPS
Assistantship positions sponsored by the Merrick School of Business are posted on the Career Center’s e-Recruiting Web page 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 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 degree. 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 in their undergraduate coursework completed at the University of Baltimore. To remain in the program, students must maintain a 3.5 GPA in their undergraduate course work and a 3.0 GPA in their graduate coursework.

Students must have the approval of the dean’s representative and must have 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 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 Graduate Management Admission Test and a completed application. The completed 9 graduate credits may count toward any post-bachelor’s 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.

**UB/TOWSON MASTER OF BUSINESS ADMINISTRATION (MBA)**

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

Ron Desi, director

The UB/Towson MBA, offered jointly by the University of Baltimore and Towson University, 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 two vibrant and distinguished business schools.

The hallmark of this program is its flexibility in delivering high-quality educational experiences; students can take classes at either campus. Graduate business courses are offered in the evenings and online year-round, and students work with advisers to create schedules that best meet their individual needs. The UB/Towson MBA offers 10 areas of specialization and four dual-degree programs. Certain academic policies and procedures of the UB/Towson MBA program may differ from those of the graduate programs at both the University of Baltimore and Towson University. Refer to the UB/Towson MBA website at [http://mba.towson.ubalt.edu](http://mba.towson.ubalt.edu) for those policies and procedures.

**UB/Towson 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 UB/ Towson 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 be able to:

- create and evaluate innovative new business ideas
- analyze the challenges of leading with integrity within a dynamic, complex, global work environment
- clearly and persuasively communicate strategic recommendations
- recognize ethical dilemmas and recommend appropriate responses
- synthesize, apply, analyze and evaluate information to assess performance and manage business outcomes
• evaluate and apply information technologies to create effective and efficient business processes.

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

Graduate Core/Preparatory Courses
ACCT 505 Accounting Essentials (1.5)
ECON 505 Micro Economics (1.5)
ECON 506 Macro Economics (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 the 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 Micro Economics (1.5)
ECON 506 Macro Economics (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)**
To address a specific business interest, students may choose to earn the MBA degree with a defined specialization. Specializations consist of three 3-credit courses.

Students may choose the customized specialization and select any 9 credits of electives crossing business disciplines to stimulate their intellectual curiosity and/or to best match their career goals. The specializations are listed below.
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.

Required Courses (9 credits)
Any 9 credits from:
- ENTR 760 Social Enterprise and Entrepreneurship (3)
- ENTR 771 The Design/Business Link (3)
- ENTR 797 Special Topics: (1-3)
- FIN 615 Entrepreneurial Finance (1.5) ¹
- IMTC 750 Introduction to Innovation Management and Technology Commercialization (3)
- MGMT 760 Organizational Creativity and Innovation (3)
- MGMT 798 Global Field Study (3)
- MKTG 615 Entrepreneurial Marketing (1.5) ²
- MKTG 762 Market Opportunity Analysis (3)

¹ FIN 615 may be used for the ENTR specialization if FIN 625: Corporate Finance is used to satisfy the flexible core requirement in finance.
² MKTG 615 may be used for the ENTR specialization if MKTG 625: Customers and Markets is used to satisfy the flexible core requirement in marketing.

SPECIALIZATION IN FINANCE

The finance 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 enabling them to complete either a general finance specialization or a specialization focusing on corporate finance, investment management or financial institutions.

Required Courses (9 credits)
Any 9 credits from:
- FIN 615 Entrepreneurial Finance (1.5) or FIN 625: Corporate Finance (1.5) ¹
- FIN 704 Financial Markets and Institutions (3)
- FIN 705 Advanced Financial Analysis (3)
- 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 797 Special Topics in Financial Management (1-3)
- ENTR 760 Social Enterprise and Entrepreneurship (3)
whichever is not taken as part of the flexible core

Note: Other courses may be added at the discretion of the Division of Economics, Finance and Management Science faculty.

SPECIALIZATION IN HEALTH-CARE MANAGEMENT
This specialization is designed to enable health-care professionals to advance their careers by strengthening their credentials as health-care managers, administrators and consultants. The Health-Care Management specialization 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.

Required Courses (9 credits)
Choose three from the following:
HSMG 630  The Legal Environment of Health-Care Management (3)
HSMG 650  Quantitative Management Methods for Decisions in Health Services (3)
HSMG 691  Health Planning and Program Evaluation (3)
HMSG 697  Health Insurance and Prepaid Health Care (3)
ECON 765  The Health Services System (3)
PUAD 750  Health-Care System, Organization and Management (3)
PUAD 751  Policy Issues in Health Care (3)
PUAD 752  Special Topics in Public Health Administration (3)
PUAD 755  Health Administration (3)
PUAD 756  Managed Care Administration (3)
PUAD 757  Strategic Management for Health Care (3)

1 Other applicable health-care management courses may be available.

SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT
This specialization is designed for students who wish to focus on the selection, motivation and development of human resources in business, government and nonprofit organizations. Building on a broad understanding of human resources, students will study the field from the point of view of the managerial decision-maker.

Required Courses (9 credits)
MGMT 710  Human Resource and Compensation Management (3)
MGMT 712  Employment Law and the Human Resource Manager (3)

Choose one from the following:
MGMT 650  Research for Strategic Human Resource Management Decisions (3)
MGMT 725  Labor Relations and Conflict Management (3)
MGMT 731  Leadership Seminar (3)
MGMT 732  Leadership: Self-Organization in the Firm (3)
MGMT 780  International Management (3)
**SPECIALIZATION IN INTERNATIONAL BUSINESS**

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.

**Required Courses (9 credits)**

MGMT 780 Leading Across Cultures (3)
MGMT 781 International Business Strategy (3)

Choose one from the following:

FIN 720 Global Finance (3)
MGMT 757 Electronic Commerce and Supply Chain Management (3)
MKTG 760 Global Marketing Management (3)

**SPECIALIZATION IN LEADERSHIP AND ORGANIZATIONAL LEARNING**

This specialization complements the cross-functional courses of the UB/Towson 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.

**Required Courses (9 credits)**

MGMT 730 Leadership, Learning and Change (3)
MGMT 731 Leadership Seminar (3)
MGMT 732 Leadership: Self-Organization in the Firm (3)

**SPECIALIZATION IN MANAGEMENT INFORMATION SYSTEMS**

The MIS 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.

**Required Courses (9 credits)**

Choose any 9 credits from the following:

INSS 650 Networking and Telecommunications (3)
INSS 651 Database Management Systems (3)
INSS 671 Systems Analysis (3)
INSS 701 Internet Development for Business (3)
INSS 737 Strategic Management of Information Technology (3)
INSS 738  Advanced Database Systems (3)
INSS 739  Systems Architecture (3)
INSS 751  Operating Systems (3)
INSS 752  Web Server Management and CGI Programming (3)
INSS 753  Internet and Network Security (3)
INSS 755  e-Commerce Technologies and Applications (3)
INSS 784  Project Management (3)
INSS 797  Special Topics in Information Systems (1-3)
MGMT 757  e-Commerce and Supply Chain Management (3)

SPECIALIZATION IN MARKETING
This specialization provides knowledge of applications and in-depth analysis in preparation for careers in marketing management, product management, strategic planning and marketing entrepreneurship. The expertise and skills acquired are designed for lifelong value in domestic or international marketing.

Required Courses (9 credits)
MKTG 615  Entrepreneurial Marketing (1.5) or MKTG 625: Customers and Markets (1.5) ^
MKTG 742  Social, Nonprofit and Public-Sector Marketing (3)
MKTG 755  Integrated Marketing Communications (3)
MKTG 760  Global Marketing Management (3)
MKTG 762  Market Opportunity Analysis (3)
MKTG 770  Product and Brand Development and Management (3)
MKTG 780  Market Information and Research (3)
MKTG 797  Special Topics: (1-3)
MGMT 798  Global Field Study (3)

^ whichever is not taken as part of the flexible core

SPECIALIZATION IN PUBLIC-SECTOR MANAGEMENT
This specialization is offered in partnership with the University of Baltimore College of Public Affairs.

This 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.

Required Courses (9 credits)
Choose three from the following:
PUAD 625  Innovations in Public Management (3)
PUAD 763  Public Policymaking (3)
PUAD 764  Public Policy Implementation (3)
PUAD 785  Public-Sector Performance Measurement (3)
CNCM 730  Organizational Conflict and Conflict Management Systems (3)

MASTER OF BUSINESS ADMINISTRATION/JURIS DOCTORATE
Ray Frederick, academic programs coordinator

With society becoming increasingly complex, the administration of private and public business enterprises requires greater interaction with the legal system. Along with this development, there is an increasing need for lawyers who are fully trained in administration and management. The inclusion of study in a complementary discipline has become an integral component of modern graduate and law schools.

In recognition of this interdisciplinary need, the UB/Towson MBA program offers a combined degree program that is offered through both the University of Baltimore School of Law and the University of Maryland School of Law, leading to both the MBA and the J.D. The program is designed to offer students the most relevant courses in a sequence that most effectively utilizes the relation inherent between these courses in the two schools.

The MBA/J.D. program allows a student to obtain MBA and J.D. degrees in an integrated sequence of courses over a three- to four-year period. The law schools will transfer 9 credits of required MBA courses as law electives. The MBA program will transfer 9 credits of law electives as MBA electives.

Admission and Advisement
Students need to apply and be admitted to both the respective school of law and the MBA program. The LSAT may be used in lieu of the GMAT for students who have been accepted into the law school. The MBA/J.D. adviser prepares a program plan of study that lists the courses required to meet the MBA degree requirements. The law school also counsels students, particularly with regard to blending the degree requirements. Students do not take business courses during the first year of law school and either begin their MBA after the first year or interrupt the MBA for two semesters.

Degree Requirements
Foundation Courses (12 credits)
ACCT 505  Accounting Essentials (1.5)
ECON 505  Micro Economics (1.5)
ECON 506  Macro Economics (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)
9 credits of electives are transferred from the law school

MASTER OF BUSINESS ADMINISTRATION/
MASTER OF SCIENCE IN NURSING ADMINISTRATION (MBA/M.S.)
Ray Frederick, academic programs coordinator

The UB/Towson MBA, in conjunction with the University of Maryland School of Nursing, offers a dual-degree MBA/M.S. in Nursing Administration to students seeking advanced preparation in business administration and nursing administration.

The 66-credit curriculum combines elements of the MBA and M.S. programs and can be completed in two years of full-time study. Students may apply to both programs concurrently or they may apply first to the nursing program and later to the business program when it is appropriate to begin dual-degree coursework. Individuals must meet each school’s admission requirements.

Starting on the first day of matriculation, a maximum of seven years is allowed for the completion of the dual-degree program. Contact the Office of Admission at the University of Baltimore and at the University of Maryland School of Nursing for further information.

Indicated on students’ program plans of study are any graduate core courses that need to be taken.
Students will be required to complete those courses listed unless they have completed the undergraduate equivalent course(s) prior to entering the program. To earn the MBA degree, students must complete the following curriculum:

**Degree Requirements**
The UB/Towson MBA program requires the completion of 13 credits of foundation courses, 18 credits of required core courses, 9 credits of flexible core courses and 9 credits of electives.

<table>
<thead>
<tr>
<th><strong>Foundation Courses (13 credits)</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 505  Accounting Essentials (1.5)</td>
<td></td>
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<tr>
<td>ECON 505  Micro Economics (1.5)</td>
<td></td>
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<tr>
<td>ECON 506  Macro Economics (1.5)</td>
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<tr>
<td>FIN 505  Essentials of Finance (1.5)</td>
<td></td>
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<tr>
<td>MKTG 505  Marketing Essentials (1.5)</td>
<td></td>
</tr>
<tr>
<td>NURS 701  Science and Research Nursing Practice (4)</td>
<td></td>
</tr>
<tr>
<td>OPM 505  Introduction to Operations Management (1.5)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Required Core Courses (18 credits)</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 605  Performance Management and Accounting Controls (3)</td>
<td></td>
</tr>
<tr>
<td>ECON 605  Business and Public Policy in a Global Economy (1.5)</td>
<td></td>
</tr>
<tr>
<td>ENTR 605  Creativity and the Entrepreneurial Mindset (1.5)</td>
<td></td>
</tr>
<tr>
<td>FIN 605  Financial Management (1.5)</td>
<td></td>
</tr>
<tr>
<td>INSS 605  IT for Business Transformation (3)</td>
<td></td>
</tr>
<tr>
<td>MGMT 605  Leading With Integrity (1.5)</td>
<td></td>
</tr>
<tr>
<td>MGMT 790  Strategic Management Capstone (3)</td>
<td></td>
</tr>
<tr>
<td>MKTG 605  Marketing Strategy (1.5)</td>
<td></td>
</tr>
<tr>
<td>OPRE 605  Business Analytics (1.5)</td>
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</tbody>
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<table>
<thead>
<tr>
<th><strong>Flexible Core Courses (9 credits)</strong></th>
<th></th>
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<tbody>
<tr>
<td>Choose one of the following:</td>
<td></td>
</tr>
<tr>
<td>MGMT 615  Managing in a Dynamic Environment (3)</td>
<td></td>
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<tr>
<td>MGMT 625  Collaboration, Negotiation and Conflict Management (3)</td>
<td></td>
</tr>
</tbody>
</table>

| Choose one of the following: |  |
| MGMT 615  Entrepreneurial Marketing (1.5) |  |
| MGMT 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)
NURS 622  Systems in Health Care Delivery (3)
NURS 691  Organizational Theory (3)
NURS 692  Administration of Nursing Services (3) or NURS 709: Managed Care Services (3)

MASTER OF BUSINESS ADMINISTRATION/
DOCTOR OF NURSING ADMINISTRATION (MBA/Ph.D.)
Ray Frederick, academic programs coordinator

The UB/Towson MBA, in conjunction with the University of Maryland School of Nursing, offers a dual-degree MBA/Ph.D. in Nursing Administration to students seeking advanced research and practice-based study in the fields of nursing and business administration. The 85-credit curriculum combines elements of the Ph.D. and MBA programs and can be completed in four years of full-time study. Students may apply to the nursing program first and later apply to the business program when it is appropriate to begin dual-degree coursework. Individuals must meet each school’s admission requirements and complete core and cross-functional courses.

Students follow the same business curriculum as do the MBA/M.S. students for the core and cross-functional courses (see preceding pages).

Degree Requirements

Foundation Courses (13 credits)
ACCT 505    Accounting Essentials (1.5)
ECON 505    Micro Economics (1.5)
ECON 506    Macro Economics (1.5)
FIN 505    Essentials of Finance (1.5)
MKTG 505    Marketing Essentials (1.5)
NURS 701    Science and Research Nursing Practice (4)
OPM 505    Introduction to Operations Management (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)
Choose three from the following:
NURS 811  Measurement of Nursing Phenomena (3)
NURS 814  Design and Analysis for Non-Experimental Nursing Research (3)
NURS 815  Qualitative Methods in Nursing Research (3)
NURS 816  Multivariate Analysis in Social and Health Care Research (3)
NURS 818  Research Practica (1-6)

MASTER OF BUSINESS ADMINISTRATION/DOCTOR OF PHARMACY
Ray Frederick, academic programs coordinator

The UB/Towson MBA, in conjunction with the University of Maryland School of Pharmacy, offers a dual-degree MBA/Pharm.D. program that provides Doctor of Pharmacy students with management skills and teaches them how to develop entrepreneurial capabilities for a pharmacy career in a diverse range of health-care areas. Enrollment in the dual-degree program allows for the transfer of seven pharmacy courses toward the MBA.

Degree Requirements
The UB/Towson MBA program requires the completion of 15 credits of foundation courses, 18 credits of required core courses, 9 credits of flexible core courses and 9 credits of electives.

Foundation Courses (15 credits)
ACCT 505  Accounting Essentials (1.5)
FIN 505  Essentials of Finance (1.5)
PHAR 547  Epidemiology and Medical Evidence (3)
PHAR 563  Pharmacoeconomics/Pharmacoepidemiology (3)
PHAR 571  Pharmacy Practice Management (3)
PHMY 506  Pharmaceutical Marketing (3)

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)
Choose 9 units from the following:
PHAR 571  Population-Based Practice (3)
PHAR 580  Pharmacy Law (2)
PHMY 504  Issues in Health-System Pharmacy (1)
PHMY 529  Pharmacist in Charge (2)
PHMY 583  Management of Health Care Systems (3)
PHMY 598  Effective Leadership and Advocacy (2)
Admission
Pharm.D. students must have a bachelor’s degree or four years of college to be eligible for admission to the MBA program. Applicants must file an application with the UB/Towson MBA program and request that the UMB School of Pharmacy Student Affairs Office send copies of their pre-pharmacy transcripts to the UB Office of Graduate Admission (410.837.6565, gradadmission@ubalt.edu) or to the UB Office of International Admission (410.837.4777, intladmission@ubalt.edu), as appropriate. If the applicant has not taken the GMAT, the PCAT will be substituted.

MASTER OF SCIENCE IN ACCOUNTING AND BUSINESS ADVISORY SERVICES (M.S.)
(a joint program with Towson University)
www.ubalt.edu/gradaccounting

Susan A. Lynn, faculty adviser
Ray Frederick, academic program coordinator

The Master of Science degree in Accounting and Business Advisory Services 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 to sit for the Uniform Certified Public Accountant (CPA) exam in Maryland and in many other states. The CPA exam includes 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 undergraduate degrees in accounting. Students who meet the admission requirements for graduate study in the 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. All students are required to take four courses sponsored by Towson University.

M.S. in Accounting and Business Advisory Services Program Learning Goals

- **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
• **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)
- ACCT 405 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/Accounting Information Systems (3) (or ACCT 317 and ACCT 401)
- ACCT 513 Intermediate Accounting III/Advanced Accounting (3) (or ACCT 310 and ACCT 403)

1 **ACCT 605:** Performance Management and Accounting (3) may be used to satisfy.

**Nonaccounting Foundation Courses**

- ECON 505 Micro Economics (1.5)
- ECON 506 Macro Economics (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 are required to complete the program as follows:

**Required Accounting Courses (12 credits)**
- ACCT 630 Contemporary Issues in Financial Reporting (3)
- ACCT 720 Design of Managerial Cost and Control Systems (3)
- ACCT 740 Advanced Topics in Assurance Services (3)
- ACCT 752 Advanced Topics in Accounting Systems (3) or INSS 605: IT for Business Transformation (3)

**Required Finance Courses (6 credits)**
- FIN 605 Financial Management (1.5)
- FIN 615 Entrepreneurial Finance (1.5) or FIN 625: Corporate Finance (1.5)
- FIN 715 Investment Analysis (3) or FIN 705: Advanced Financial Analysis (3)
Required Information Technology Courses (6 credits)
INSS 651  Database Management Systems (3) or AIT 632: Database Management Systems (3), Towson
INSS 671  Systems Analysis (3) or AIT 610 Systems Development Process (3), Towson

Electives (6 credits)
Choose two courses from the following:
ACCT 655  Tax Policy (3)
ACCT 680  Taxation of Entities (3) ²
ACCT 770  Seminar in Current Topics in Accounting (3) ²
ACCT 780  Sustainability Accounting (3)
ACCT 797  Special Topics in Accounting (3)
AIT 600  Information Technology Infrastructure (3) (Towson)
AIT 612  Information Systems Vulnerability and Risk Analysis (3) (Towson)
AIT 614  Network Security (3) (Towson)
FIN 720  Global Finance (3)
FIN 725  Risk Management (3)
FIN 735  Portfolio Management (3)
FIN 750  Real Estate Investment (3)
FIN 770  New Venture Financing (3)
FIN 780  Business Valuation (3)
FIN 797  Special Topics in Financial Management (3)
INSS 641  Leadership of the IT Function (3)
INSS 650  Networking and Telecommunications (3)
INSS 765  e-Commerce Technologies and Applications (3)
INSS 797  Advanced Topics in Information Systems (3)
MGMT 745  Managing the Sustainable Enterprise (3)
MGMT 757  e-Commerce and Supply Chain Management (3)

² available as electives only to students who have not taken equivalent courses in their undergraduate program

MASTER OF SCIENCE IN BUSINESS–FINANCE (M.S.)
www.ubalt.edu/gradfinance
Chih-Hsien Yu, faculty adviser
Ray Frederick, academic program coordinator

The Master of Science in Business–Finance 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 to sit for the Uniform Certified Public Accountant Examination in Maryland and in 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.

**Foundation Courses (12 credits)**

- FIN 504  Financial Management (3)
- ACCT 504  Introduction to Accounting (3)
- ECON 504  Economics (3)
- OPRE 504  Data Analysis and Decisions (3)

**Degree Requirements**

**Required Courses (21 credits)**

- FIN 605  Financial Management (1.5)
- FIN 615  Entrepreneurial Finance (1.5) or FIN 625: Corporate Finance (1.5)
- FIN 700  Financial Reporting (3)
- FIN 705  Investment Analysis (3)
- FIN 715  Security Analysis (3)
- FIN 720  Global Finance (3)
- FIN 725  Risk Management (3)
- FIN 780  Business Valuation (3)

**Electives (12 credits)**

- FIN 615  Entrepreneurial Finance (1.5) or FIN 625: Corporate Finance (1.5) ¹
- FIN 704  Financial Markets and Institutions (3)
- FIN 750  Real Estate Investment (3)
- FIN 770  New Venture Financing (3)
- FIN 797  Special Topics in Financial Management (1-3)
- FIN 799  Individual Research (3)
- ENTR 760  Social Enterprise and Entrepreneurship (3)

¹ *whichever is not taken as part of the flexible core*

**MASTER OF SCIENCE IN INNOVATION MANAGEMENT AND TECHNOLOGY COMMERCIALIZATION (M.S.)**

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

Ven Sriram, faculty adviser

Ray Frederick, academic program coordinator
The M.S. in Innovation Management and Technology Commercialization program is for people looking to transition from the laboratory to organizational management. The program integrates technological, market and organizational issues into the core of the program and offers a capstone practicum in collaboration with the Maryland Technology Development Corporation (TEDCO).

The M.S. in Innovation Management and Technology Commercialization is a 30-credit degree program.

**Required Courses (21 credits)**
- IMTC 750  Introduction to Innovation Management and Technology Commercialization (3)
- IMTC 790  Managing the Growing Technology Firm (3)
- IMTC 791  Resource Acquisition for Technology Ventures (3) or [FIN 615: Entrepreneurial Finance (1.5) and FIN 605: Financial Management (1.5)]
- ENTRE 605 Creativity and the Entrepreneurial Mindset (1.5)
- MGMT 605  Leading With Integrity (1.5)
- MGMT 760 Organizational Creativity and Innovation (3)
- MKTG 605  Business and Public Policy in a Global Economy (1.5)
- MKTG 762 Market Opportunity Analysis (3)
- OPRE 605 Business Analytics (1.5)

**Elective Courses (9 credits)**
Select three courses from the following:
- IMTC 761  Patents, Trademarks and Technology (3) (cross-listed with LAW 761: Patent Law)
- IMTC 766 Intellectual Property Law Survey (3) (cross-listed with LAW 766: Intellectual Property Survey)
- IMTC 792 Innovation in Developing and Emerging Economies (3)
- ENTR 771 The Design/Business Link (3)
- ENTR 797 Special Topics: (1-3)
- MKTG 770 Product Development (3)
- other courses as approved by the program director (appropriate courses in CPA, CAS, LAW)

**MASTER OF SCIENCE IN TAXATION (M.S.)**
www.ubalt.edu/taxation
Fred Brown, director (University of Baltimore School of Law)

The University of Baltimore’s Master of Science 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 objective of the program is to not only prepare students for careers as professional tax advisers for these organizations, but also 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 with 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 to 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 Master of Science in Taxation program, in combination with an undergraduate degree in accounting, may fulfill the 150 hours of education required to take the Uniform CPA Examination in the state of Maryland. Because coursework completed as part of an undergraduate degree in accounting may vary, students are advised to contact the Maryland State Board of 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 Master of Science in Taxation degree 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 completes 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 who meet the admission requirements for the MBA program are admitted to the program and are 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.

Degree Requirements

Required Courses (21 credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>TAXA 650</td>
<td>Tax Research and Writing (3)</td>
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<tr>
<td>TAXA 651</td>
<td>Fundamentals of Federal Income Taxation I (3)</td>
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<tr>
<td>TAXA 652</td>
<td>Corporate Taxation (3)</td>
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<tr>
<td>TAXA 653</td>
<td>Partnership Taxation (3)</td>
<td></td>
</tr>
<tr>
<td>TAXA 654</td>
<td>Tax Practice and Procedure (3)</td>
<td></td>
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<tr>
<td>TAXA 655</td>
<td>Tax Policy (3)</td>
<td></td>
</tr>
<tr>
<td>TAXA 678</td>
<td>Fundamentals of Federal Income Taxation II (3)</td>
<td></td>
</tr>
</tbody>
</table>

1 It is recommended that students take these courses early in the program. Also see the No. 2 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 co-requisite 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.

**Electives (9 credits)**

Select from the following:

- 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 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 684 S Corporations (1)
- TAXA 692 Introduction to the Taxation of Financial Products (2)
- TAXA 799 Independent Study (1-2)

**GRADUATE CERTIFICATE IN ACCOUNTING FUNDAMENTALS**

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

Phillip J. Korb, faculty adviser

Ray Frederick, academic program coordinator

The Graduate Certificate in Accounting Fundamentals is designed primarily for individuals who want to strengthen their understanding of accounting or individuals 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 Graduate Certificate in Accounting Fundamentals 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 requires ACCT 504: 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:
- ACCT 510 Intermediate Accounting I (3)
- ACCT 511 Intermediate Accounting II (3)
- ACCT 512 Auditing/Accounting Information Systems (3)
- ACCT 513 Intermediate Accounting III/Advanced Accounting (3)

Graduate Certificate in Business Fundamentals
www.ubalt.edu/businesscert
Ray Frederick, academic program coordinator

The program leading to the Graduate Certificate in Business Fundamentals emphasizes student choice toward fulfilling career needs. This certificate 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 but desire a sampling of courses. Local, national and international organizations frequently consider the Certificate in Business Fundamentals as an option for maintaining currency in the field of business. The certificate courses may satisfy prerequisite credits in 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 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. 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
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  Micro Economics (1.5)
ECON 506  Macro Economics (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 INNOVATION MANAGEMENT AND TECHNOLOGY COMMERCIALIZATION
www.ubalt.edu/innovationcert
Ray Frederick, academic program coordinator

The Graduate Certificate in Innovation Management and Technology Commercialization consists of four courses that provide the background of innovation and commercialization as well as a practicum to put the knowledge gained into practice.

Certificate Requirements
The Graduate Certificate in Innovation Management and Technology Commercialization requires the completion of the following courses:

Required Courses (12 credits)
IMTC 791  Resource Acquisition for Technology Ventures (3)
ENTR 797  Special Topics: (3)
MGMT 760  Organizational Creativity and Innovation (3)
MGMT 762  Market Opportunity Analysis (3)

GRADUATE CERTIFICATE IN LEADERSHIP FOR ORGANIZATIONS
http://mba.ubalt.towson.edu/leadershipcert
Ray Frederick, academic program coordinator

The Graduate Certificate in Leadership for Organizations is designed to enhance the leadership acumen of business professionals. It is intended to be of value to individuals with formalized business training as well as those with non-business 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 Leadership for Organizations 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 Graduate Admission (410.837.6565,gradadmission@ubalt.edu) or to the Office of International Admission (410.837.4777,intladmission@ubalt.edu), as appropriate.

**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 Leadership for Organizations requires the completion of two required 1.5 credit courses and three elective courses as noted below:

**Required Courses (12 credits)**

ENTR 605: Creativity and the Entrepreneurial Mindset (1.5)
MGMT 605: Leading With Integrity (1.5)

Select three of the following:

MGMT 730 Leadership, Learning and Change (3)
MGMT 731 Leadership Seminar (3)
MGMT 732 Leadership: Self-Organization and the Firm (3)
MGMT 760 Organizational Creativity and Innovation (3)