

MERRICK SCHOOL OF BUSINESS

Murray Dalziel, dean

M. Kathryn Demarest, associate dean

Kathea Smith, assistant dean, enrollment, academic affairs and student services

Mikhail Pevzner, graduate program director

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 1,000 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

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 10 areas of specialization that allow students to take classes on campus, online or both. The online MBA offers four areas of specialization. Students in the flexible and online MBA can also customize their elective coursework based on available offerings and career objectives. Students may also choose from one of our five discipline-focused M.S. programs: Accounting and Business Advisory Services (joint program with Towson University), Cybersecurity Management, 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). The M.S. in accounting and business advisory services is also available fully online. In addition, certificate programs are available in accounting fundamentals, business fundamentals, business valuation, government financial management, internal audit services and organizational leadership.

Master's Programs

- Master of Business Administration (MBA)
- Online MBA
- Accounting and Business Advisory Services (M.S.; offered in partnership with Towson University)
- Online 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)
- Cybersecurity Management (M.S.)

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
- Business Valuation
- Government Financial Management
- 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 ubalt.edu/apply
- an official copy of transcripts from all institutions attended
- a letter 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 programs, but scores may be submitted as additional information.

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 applicant's undergraduate program, professional and work experience, career goals and objectives, leadership and community service, and if applicable, the total score and percentile ranking on the GMAT. An applicant eligible for consideration is not guaranteed an offer of admission. GMAT scores, if presented, are used only in the consideration of scholarship awards.

CHANGE OF GRADUATE PROGRAMS

Students in good academic standing (see the [Satisfactory and Unsatisfactory Progress](#) section of this catalog) who also meet the current admissions requirements for the Merrick School of Business master's program they are interested in pursuing may seek an administrative change from their current Merrick School of Business master's program to another Merrick School of Business master's program without having to apply for admission. Students seeking such an administrative change must complete a change of program/specialization form, available in the Office of Records and Registration. The student presents that form to the graduate program adviser in the Merrick School of Business. The adviser will review the student's qualifications and in consultation with the program director approve the change and the courses to be transferred and sign the form.

Students who are not in good standing or do not fully meet the current admissions requirements for the program they seek may apply (through the Office of Admission) to enter a different Merrick School of Business master's program. The admission fee will be waived.

Note: If the student changes from one program and/or major to another, his/her graduation requirements are those that are in effect at the time he or she becomes a degree candidate in the new program or major.

If the student is unconditionally accepted, credits will be transferred from one Merrick School of Business master's program to another Merrick School of Business master's program* as follows:

- A maximum of 24 credits may be transferred with approval of program director/dean's office.
- Courses transferred must have a grade of C or better and cumulative GPA of 3.0 or higher.
- Courses may be transferred if taken within the last 7 years as long as continuously enrolled or approval of the dean if beyond 7 years.

**This policy only applies to students changing from one Merrick School of Business master's program to another Merrick School of Business master's program. It is not applicable to Merrick School of Business graduate certificate programs, students moving from one MBA program to another MBA program, such as the online MBA to J.D./MBA, or students interested in pursuing a second master's degree (see section on Second Master's Degree).*

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. Credits will be transferred from the first degree to the second degree with approval of program director/dean's office as follows:

- Transferred courses must be B or better.
- A maximum of 12 credits may be transferred if a student is continuously enrolled.
- A maximum of 9 credits may be transferred if a student is not continuously enrolled.
- 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.

A second MBA may 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.

WAIVER POLICY AND TRANSFER OPTIONS:

M.S. IN ACCOUNTING AND BUSINESS ADVISORY SERVICES

The following qualifications govern the waiver of foundation/prerequisite courses and the transfer of required and elective courses for the M.S. in Accounting and Business Advisory Services:

- Both business and accounting foundation courses are waived if the applicant has earned a bachelor's degree in business or accounting from a U.S. 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 a U.S. AACSB International-accredited institution, the applicant will also be required to take any missing Merrick School of Business foundation courses that may be needed as prerequisites for electives in the M.S. in Accounting and Business Advisory Services program or associated postbaccalaureate certificates.
- If the applicant did not attend a U.S. AACSB International-accredited school or has lower than a 3.0 cumulative GPA, the M.S. in Accounting and Business Advisory Services program director will evaluate each undergraduate accounting course equivalent and determine course waivers. For a course to be considered for a waiver, it must have been completed with a grade of C or better and 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.
- The M.S. in Accounting and Business Advisory Services program director 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 UBalt'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).

MERRICK SCHOOL OF BUSINESS ACADEMIC ADVISING

Merrick School of Business

Tel: 410.837.4944

Michael Swaby-Rowe-Manager, Merrick Advising Center

Matthew Mazick, Academic Advisor

Dawn Taylor, Academic Advisor

Shawnte Ware, Academic Advisor

All new candidates will receive a program checklist and must meet with an adviser prior to registering for their first semester. Academic advisement is available in the Merrick Advising Center within the William H. Thumel Sr. Business Center, Room 142. The center offers day and evening hours. Scheduled appointments are recommended. To make an appointment, call 410.837.4944 or email merrickadvising@ubalt.edu. Advisers provide information on Merrick School of Business programs, policies and procedures. Students who do not have access to the campus will be advised electronically. Academic advisers assist students in selecting appropriate courses to satisfy degree requirements. Students are advised that any deviation from their program of study must be approved. Department chairs and Merrick School of Business faculty members are also available to assist students in planning their academic program and discuss career goals.

Continuing students in good academic standing can register without an adviser's signature and are responsible for following their program guide. Continuing students who must obtain advisement and/or permission to register are:

- students changing their program or specialization
- certificate students
- students on academic probation
- readmitted students
- nondegree students
- students registering for an internship, independent study or practicum course
- students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the Office of the Dean; please see the [Course Load](#) section of this catalog)
- students requesting to take a course at another college or university
- students reinstated from suspension.

Although the academic adviser will assist the student in planning a program, each student must assume responsibility for knowing curriculum requirements and seeing that these requirements are met.

Subsequent to admission, students are assigned an academic adviser for consultation throughout the program.

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](#). 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 UBalt, 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 UBalt 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 UBalt 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 The 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 post-bachelor's degree certificate or degree program, if applicable. Applications for admission and payment of applicable fees to the graduate program must be made during the semester immediately prior to the completion of the credits required for the bachelor's degree. Admission to the graduate program will be effective the semester after completing the credits for the bachelor's degree.

MBA AND ONLINE MBA

ubalt.edu/mba

Kathea Smith, assistant dean, enrollment, academic affairs and student services

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 ten areas of specialization. The online MBA offers four areas of specialization. Students in the flexible and online MBA can also customize their elective coursework based on available offerings and career objectives. 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.

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.

Students who wish to study in the U.S. on an F-1 student visa are not eligible for the online MBA program. If you wish to enroll in the online MBA program and remain in your home country or another country outside of the U.S., that is an option you may wish to pursue; please consult with the Office of International Admission and Services about the online programs offered at UBalt.

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)

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)

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. Online MBA students customize their coursework based on online

course availability or choose the data analytics, finance, leadership and management development or marketing online specializations. 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 (Available on Campus or Online)

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 Finance (Available Online)

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 (Available Online)

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 (Available Online)

With data and analytical methods increasingly in demand, managers continuously synthesize and utilize everything from supply chains to social networks to customer engagement to revenue modeling. The MBA specialization in data analytics allows students to build upon the predictive analytics knowledge acquired in the MBA core courses and homes 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 Cybersecurity and Organizational Resilience

No business, government entity or nonprofit wants the fallout of a cybersecurity breach. Managing the cybersecurity 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 UBalt MBA specialization in cybersecurity 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 (Available Online)

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 UBalt 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

ubalt.edu/gradaccounting

Mikhail Pevzner, faculty adviser

The Merrick School of Business offers the M.S. in Accounting and Business Advisory Services program in partnership with Towson University. In addition, the Merrick School of Business offers the M.S. in Accounting and Business Advisory Services program online with a specialization in data analytics. The program requirements are the same whether 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. Students can work with the faculty adviser to customize their elective coursework based on available offerings and career objectives.

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 data analytics, 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:

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
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 604	Litigation Support (3)
ACCT 605	Performance Management and Accounting Controls (3) ^{2, 3}
ACCT 624	Finance and Accounting Analytics (3)
ACCT 635	Financial Statement Analysis (3) ³
ACCT 650	Law, Regulation and Professional Responsibility (3) ³
ACCT 655	Tax Policy (3) <i>Offered by law school for LL.M./M.S. in Tax programs</i>
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 792	Special Topics in Accounting (1.5)
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 faculty adviser. Students may not take both versions of the following cross-listed courses: ACCT 624/FIN 624 and ACCT 635/FIN 700.

Students may choose to use 9 of their 12 credits of electives to obtain specialized skills in data analytics (available online). The requirements for the specialization are as follows:

Data Analytics Specialization (9 credits)

Required (6 credits)

INSS 651	Database Management Systems (3)
INSS 611	Data Science Toolkit I (1.5)
INSS 612	Data Science Toolkit II (1.5)

Data Analytics Elective (3 credits)

ACCT 624	Finance and Accounting Analytics (3) ¹
INSS 722	Visual Business Intelligence (3)

¹ If ACCT 624 is used data as part of the data analytics specialization, it may not be used as part of required 9 credits of accounting. Course is cross-listed with FIN 624.

Open Elective (3 credits)

Students work with the faculty adviser to determine the coursework that works best for them to satisfy their open 3 credits of program electives.

Non-Profit Financial Management Specialization (9 credits)

Required (3 credits)

Choose one course from below:

ACCT 605	Performance Management and Accounting Controls (3)
ACCT 702	Federal & State Government Accounting (3)
ACCT 720	Strategic Profitability Analysis (3)
ACCT 755	Advanced Financial Reporting Issues (3)

Required (3 credits)

PUAD 700	Concepts and Practices of Non-Profits
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Elective (3 credits)

Choose one course from below:

PUAD 785	Public Sector Performance (3)
ENTR 760	Social Enterprise and Entrepreneurship (3)
ACCT 701	Accounting Ethics (3)
ECON 710	Economics of Sustainability and Social Responsibility (3)

Open Elective (3 credits)

Students work with the faculty adviser to determine the coursework that works best for them to satisfy their open 3 credits of program electives.

MASTER OF SCIENCE IN BUSINESS–FINANCE

ubalt.edu/gradfinance

C. Jerry Yu, faculty adviser

The M.S. in Business–Finance program, with its emphasis on corporate finance, provides motivated and talented students an opportunity to dive deeper into what it takes to maximize value and mitigate risks for organizations. Students will learn how to apply the latest tools and technologies of financial analysis and information systems to solve the challenging problems that they will confront in a global business environment.

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

Consistent with its mission, upon graduating from the programs students will be able to demonstrate the following competencies, knowledge and skills:

Goal 1: Managing Performance and Risk

- **Learning Objective 1.1:** Students will use accounting-based and operational information to assess performance.
- **Learning Objective 1.2:** Students will use financial analysis to solve business problems and recommend actions that maximize shareholder value.
- **Learning Objective 1.3:** Students are able to evaluate the sustainability of a business operating model by conducting an analysis of financial statements and ratios.

Goal 2: Value Business Entities

- **Learning Objective 2.1:** Students are able to use financial concepts, tools, and models to estimate a firm's cost of capital and value.

Goal 3: Leveraging Technology and Business Intelligence

- **Learning Objective 3.1:** Students will recommend information technology to support and advance business strategy and operations.
- **Learning Objective 3.2:** Students will evaluate and apply selected analytics techniques to help enhance organizational competitiveness.

Goal 4: Manage Foreign Exchange Risk and Interest Rate Risk

- **Learning Objective 4.1:** Students are able to identify and measure the source of exchange rate risk and interest rate risk and use derivative securities to manage and hedge those risks.

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

Thirty credits are required to complete the program as follows:

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 700	Financial Reporting (3) ¹
INSS 605	IT for Business Transformation (3)
INSS 703	Principles of Information Security Management (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 (3)
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 792	Special Topics in Financial Management (1.5)
FIN 795	Graduate Finance Internship (3)



FIN 797 Special Topics in Financial Management (3)

¹ Students may not take both versions of cross-listed courses FIN 624/ACCT 624 and FIN 700/ACCT 635.

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 faculty adviser.

MASTER OF SCIENCE IN CYBERSECURITY MANAGEMENT

Ubaltd.edu/gradcybersecurity

Danielle Fowler, program director

FOUNDATION COURSES

Program Prerequisites (3 credits)

OPRE 505 Fundamentals of Statistics (1.5)
OPRE 506 Managerial Statistics (1.5)

DEGREE REQUIREMENTS

Required Core Courses (22.5 credits)

ACCT 505 Accounting Essentials (1.5)¹
APPL 603 Learning and Cognition (3)
FSCS 601 Legal Issues in High-Technology Crime (3)
INSS 605 IT for Business Transformation (3)
INSS 703 Principles of Information Security Management (3)
MGMT 605 Leading with Integrity (1.5)
OPM 615 Innovation and Project Management (3)
Prerequisite: Will be waived for M.S. in Cybersecurity Management students
OPRE 605 Business Analytics (1.5)
Prerequisites: OPRE 505 and OPRE 506
INSS 753 Information Security and Business Continuity Capstone (3)
Prerequisite: INSS 605

Electives (7.5 credits)

ACCT 601 Forensic Accounting Principles (3)
Prerequisite: ACCT 505
ACCT 604 Litigation Support (3)
Prerequisite: ACCT 505
ACCT 701 Accounting Ethics (3)
APPL 641 Organizational Psychology (3)
Prerequisite: departmental permission
APPL 642 Motivation, Satisfaction and Leadership (3)
Prerequisite: departmental permission

INSS 611	Data Science Toolkit I (1.5)
INSS 612	Data Science Toolkit II (1.5) <i>Prerequisite: INSS 611</i>
INSS 621	Digital Transformation (1.5)
INSS 622	Digital Innovation (1.5) <i>Prerequisite: FIN 605</i>
INSS 722	Visual Business Intelligence (3) <i>Prerequisite: INSS 605</i>
MGMT 615	Managing in a Dynamic Environment (3) <i>Prerequisite: MGMT 605</i>
MGMT 730	Leadership, Learning and Change (3)

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

MASTER OF SCIENCE IN TAXATION

ubalt.edu/taxation

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

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 to 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 Exam 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 (10.5 credits)

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 514	Fundamentals of Income Taxation (3)

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 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. 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 656	Maryland Taxes (3)
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 684S	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

ubalt.edu/nonprofit

Al Gourrier, program director, College of Public Affairs

Tylis Cooper, adviser, College of Public Affairs

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 BUSINESS CERTIFICATES

ubalt.edu/businesscert

Kathea Smith, assistant dean, enrollment, academic affairs and student services

The Merrick School of Business offers six graduate business certificates. The certificates are 12-credit stackable credentials that provide an opportunity for career changers to prepare for an MBA or an M.S. in accounting and business advisory services, or alternatively to provide a credential with specialized coursework to complement and enhance the MBA, the M.S. in accounting and business advisory services, or the M.S. in business–finance. Certificate coursework is completed after a bachelor's degree has been completed.

The certificates in Business Fundamentals and Accounting Fundamentals are designed for career changers seeking to gain knowledge of the essentials of business and accounting. The Graduate Certificate in Organizational Leadership is designed to enhance the leadership acumen of professionals in organizations large and small, whether business, government, community development or nonprofits. The graduate certificates in Business Valuation, Government Financial Management and Internal Audit Services provide credentials for career enhancement of accounting and finance professionals.

APPLICATION

An application for a graduate business certificate requires completion of a The University of Baltimore application, submission of official transcripts from all institutions attended, one letter of recommendation addressing the ability of the candidate to successfully complete and benefit from the certificate, a resume, and a personal statement limited to 1,000 words. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

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 applicant's undergraduate program, professional and work experience, career goals and objectives, leadership and community service. The minimum expectation for admission is a 3.0 grade point average in a bachelor's degree program. An applicant eligible for consideration is not guaranteed an offer of admission.

APPLICATION FOR GRADUATION

Application for graduation must be made prior to completing the last 3 credits of the certificate program. Certificate credits must be completed at The University of Baltimore with cumulative GPA no less than 3.0.

GRADUATE CERTIFICATE IN BUSINESS FUNDAMENTALS

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.

CERTIFICATE REQUIREMENTS

The certificate requires the completion of 12 credits. All 12 credits must be completed at The University of Baltimore. A maximum of 3 credit hours of 600-level MBA courses may replace waived 500-level coursework. 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 ACCOUNTING FUNDAMENTALS

ubalt.edu/accountingcert

Mikhail Pevzner, faculty adviser

The Graduate Certificate in Accounting Fundamentals is designed primarily for career changers who want to strengthen their understanding of accounting or people seeking to fulfill some requirements to sit for the CPA examination but do not wish to earn a graduate degree. The certificate courses all may be used to satisfy foundation or program requirements for the M.S. in accounting and business advisory services. Certificate courses will also may satisfy six elective credits in the MBA.

CERTIFICATE REQUIREMENTS

Subject to individual students' approved plans, the Graduate Certificate in Accounting Fundamentals requires the completion of the following:

Foundation Course (1.5)

ACCT 505 Accounting Essentials (1.5) *waivable with previous undergraduate course equivalent*

Required Courses (9)

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

Elective Courses (3)

Choose One

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

GRADUATE CERTIFICATE IN INTERNAL AUDIT SERVICES

ubalt.edu/internalauditcert

Mikhail Pevzner, faculty adviser

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.

CERTIFICATE REQUIREMENTS

The Graduate Certificate in Internal Audit Services requires the completion of 12 credits:

Foundation Course (1.5 credits)

ACCT 505 Accounting Essentials (1.5) *waivable with previous undergraduate course equivalent*

Required Courses (6-9 credits)

ACCT 512	Auditing (3) <i>Students who have taken undergraduate equivalent course substitute an additional elective from among the elective options.</i>
ACCT 605	Performance Management and Accounting Controls (3)
or	
ACCT 720	Design of Managerial Cost and Control Systems (3) <i>Students who do not have a managerial accounting background will take ACCT 605. Students who have already taken ACCT 605 or the undergraduate equivalent will take ACCT 720.</i>
ACCT 740	Advanced Topics in Assurance Services (3)

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

ubalt.edu/valuationcert

Mikhail Pevzner, faculty adviser

This certificate will allow students to learn material necessary to become a certified valuator. Increasingly, jobs in public and private accounting and corporate finance require a strong combination of advanced business valuation skills. It is common for public accounting firms to provide some sort of valuation services as part of their practices. In addition, valuation services are routinely required as part of accounting and audit exams. Likewise, in the field of finance, there is often the expectation of advanced valuation skills, especially in practices dealing with mergers and acquisitions.

The certificate allows students to develop focused expertise in business valuation while also providing students in accounting an opportunity to complete the 150 credit hours necessary for CPA licensure but do not necessarily seek a full master's degree.

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.

CERTIFICATE REQUIREMENTS

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
<i>or</i>	
FIN 715	Investment Analysis (3) ¹
ACCT 635	Financial Statement Analysis (3)
<i>or</i>	
FIN 700	Financial Reporting (3)
FIN 780	Business Valuation (3)

¹ Students 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)
FIN 705	Advanced Financial Analysis (3)
ACCT 755	Advanced Financial Reporting Issues (3)

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

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

The certificate courses may all be used to satisfy foundation or program requirements for the M.S. in Accounting and Business Advisory Services program. Certificate courses may also satisfy six elective credits in the MBA. Students in the M.S. in Business–Finance program could also apply certificate coursework to develop advanced business valuation skills. Use of electives in the MBA would also permit MBA students to earn the certificate while earning an MBA.

GRADUATE CERTIFICATE IN GOVERNMENT FINANCIAL MANAGEMENT

ubalt.edu/gfm

Mikhail Pevzner, faculty adviser

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.

CERTIFICATE REQUIREMENTS

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

ubalt.edu/leadershipcert

Lisa Stickney, faculty adviser

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.

CERTIFICATE REQUIREMENTS

The Graduate Certificate in Organizational Leadership requires the completion of three required 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)

ENTR 750 Leading and Managing Innovation (3)