

Kogod School of Business

Graduate Programs

Internship for Credit Program

Graduate students may earn elective credit for internships that are related to their academic program and their career goals. These positions are full or part time and are usually with businesses, state or federal governments, or not-for-profit organizations. Students who elect to do an internship for credit will be assigned a faculty member who will guide and evaluate the students' learning process.

To be eligible for an internship for credit, students must be in good academic standing (at least a 3.0 GPA) and have completed 12 credit hours of the required core course work. Before students apply they must obtain appropriate signatures from their academic advisor (international students also need approval from International Student & Scholar Services), and provide a position description from the employer. All internships are reviewed and approved for credit by the faculty advisor. Students are required to demonstrate what they have learned through written papers or reports. Specific requirements are set by the faculty in the syllabus. Students doing an internship for credit must work a minimum of 10 hours per week for at least 12 weeks. Students register after they are selected for a position by an employer and have all the necessary forms completed. A maximum of 3 internship credit hours, taken as elective credit, may be applied toward a student's degree program requirements. Students will be graded on a pass/fail basis.

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

The goal of the M.B.A. program is to develop practical business managers able to succeed in the complex arena of global organizations. Specifically, students will:

- Develop a solid foundation in each of the functional areas of business, including
 - accounting and financial analysis
 - production and marketing of goods and services
 - management of people and organizations
 - information and technology management
- Understand critical interrelationships and linkages necessary for developing global business strategy, including
 - strategies and operational issues
 - functional disciplines
 - "hard" and "soft" skills
- Appreciate the environment in which business operates, including economic, legal, ethical, and societal dimensions

In addition, each student is expected to:

- demonstrate professional competence in oral, written, and interpersonal communication skills
- develop competency in the use of productivity tools and software to improve the quality and efficiency of decision making
- understand the nature of group dynamics and lead diverse work teams

The M.B.A. program contains within its required curriculum the business perspectives and core areas required by AACSB. The M.B.A. is a broad, general management program with the opportunity for greater depth in a business discipline or functional area.

Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned a satisfactory score on the Graduate Management Admission Test (GMAT) and a satisfactory grade point average for the last 60 hours of academic work from a Council on Postsecondary Accreditation (COPA) regionally-accredited institution.

Applicants whose first language is not English are also required to take the TOEFL (Test of English as a Foreign Language) and demonstrate English language proficiency.

Full-time students are admitted to the M.B.A. program starting in August only. Part-time students are admitted in August or January. Full-time students generally take between 12 and 15 credit hours per semester, which allows for completion of the degree in four semesters. Part-time students generally take between 6 and 7.5 credit hours per semester, which allows for completion of the degree in eight semesters. Some of the core part-time M.B.A. courses are offered in a hybrid format, with face-to-face classes on campus, virtual classes that take place synchronously over the Internet, and online self study activities.

Degree Requirements

- 51 credit hours of approved graduate course work including 27 credits of integrated core courses and 24 credits in one or two career tracks and advanced electives.

A minimum of 30 credits taken in residence from the Kogod School of Business is required for the M.B.A.

Up to 9 credit hours of course work may be waived from ACCT-607, FIN-605, ITEC-614 and ITEC-615 if students have taken equivalent course work at the undergraduate level in the past seven years, received grades of B or better, and pass an examination for each course waived. Any waived courses are waived with replacement of an equal number of credits of other course work.

Up to 9 credit hours earned at another AACSB-accredited M.B.A. program may be transferred and applied to the Kogod M.B.A. requirements.

M.B.A. students may take a maximum of 6 credit hours in 500-level courses or graduate courses which meet concurrently with undergraduate courses.

M.B.A. students may take a maximum of 6 credits with a pass/fail grade. Pass/fail grades are not permitted for any core requirements, for a student's career track courses, or for KSB-688 Applied Business Practicum. A pass grade is equivalent to B or higher; a fail grade is equivalent to B- or lower.

- Intensive writing requirement:
KSB-601 and KSB-602
These courses must be taken in residence at Kogod with a grade of B or higher.
- Workshop requirement:
KSB-061 and KSB-062 must be completed in conjunction with KSB-601 and KSB-602.
- Orientation requirement: All students are required to participate in the MBA Orientation Program during the week prior to the start of classes in their first semester.

Course Requirements

Core (27 credit hours)

- ACCT-607 Accounting Concepts and Applications (3)
- FIN-605 Managerial Economics (3)
- FIN-614 Financial Management (3)
- IBUS-610 International Business Analysis (1.5)
- ITEC-614 Quantitative Methods for Business I: Probability and Statistics (1.5)
- ITEC-615 Quantitative Methods for Business II: Inferential Statistics and Forecasting (1.5)
- ITEC-617 Information and Technology (1.5)
- ITEC-618 Applied Production and Operations Management (1.5)
- KSB-061 Professional Competencies Clinic I (0)
- KSB-062 Professional Competencies Clinic II (0)
- KSB-601 Strategic Decision-Making in a Global Environment I (3)
- KSB-602 Strategic Decision-Making in a Global Environment II (3)
- MGMT-612 Legal, Ethical and Social Issues in Business (1.5)
- MGMT-613 Managing People in Organizations (1.5)
- MKTG-610 Marketing Management (1.5)

MBA Career Tracks and Electives (24 credit hours)

- A minimum of 9 credit hours in a career track
- Remaining credit hours in a second career track or electives

A maximum of 3 credit hours may be taken in an internship for elective credit (see internship for credit program, above) Topics courses require approval from the Office of Academic Programs.

Accounting (9 credit hours)

The Accounting career track offers a breadth of knowledge in accounting and management. Students learn a wide array of techniques that contribute to careers in consulting, finance, and general management and upon completion of the program will possess the basic conceptual knowledge of accounting as well as insights into the nature, limitations, interpretations, and uses of financial information and technology necessary for corporate valuation and management.

- 9 credit hours chosen in consultation with the department chair from the following:
ACCT-547 Advanced Financial Reporting (3)
ACCT-549 Contemporary Assurance and Audit Services (3)
ACCT-550 Accounting Information Systems (3)
ACCT-560 Governmental and Not-for Profit Accounting (3)
ACCT-604 Tax Planning for Individuals and Business Enterprises (3)
ACCT-608 Cost Accounting (3)
ACCT-641 Corporate Financial Reporting (3)
ACCT-670 International Accounting (3)
ACCT-677 Financial Statement Analysis (3)
ACCT-725 Modern Management Control Systems (3)
ACCT-760 Advanced Auditing and Professional Practice (3)
ACCT-770 Current Topics in Accounting (1.5-3)
ACCT-780 Seminar in Accounting Theory (3)
Graduate taxation courses:
ACCT-630 Legislative and Judicial Foundations of Income Tax (3)
ACCT-631 Tax Research and Procedure (3)
ACCT-740 Taxation of Corporations (3)
ACCT-741 State and Local Taxation (3)
ACCT-742 Special Tax Topics (3)
ACCT-743 International Taxation (3)
ACCT-745 Employee Benefit Tax Planning (3)
ACCT-746 Taxation of Real Estate Transactions (3)
ACCT-747 Taxation of Pass-Through Entities (3)
ACCT-750 Tax Policy (3)
ACCT-751 Seminar in Business Tax Planning (3)
ACCT-752 Seminar in Family Financial Planning (3)

Asset Management (13.5 credit hours)

In this track students learn to value a wide range of individual assets and to form and manage portfolios of these assets. Students with this training will be well equipped to work as an investment analyst or trader for an investment house, mutual fund, retirement fund, insurance company, or trading firm.

- FIN-672 Investment Analysis and Portfolio Management (3)
- FIN-674 Derivatives and Risk Management (3)
- FIN-677 Financial Statement Analysis (3)
- FIN-685 Topics in Finance and Real Estate (1.5-3)
- 3 credit hours from one of the following:

Real Estate and/or Venture Capital

- ACCT-685 Topics in Accounting (1.5)
- FIN-676 Financial Institutions (1.5)
- FIN-685 Topics in Finance and Real Estate (1.5-3)
- FIN-730 Real Estate and Principles and Investment (3)
- FIN-734 Real Estate Development (3)
- STAT-522 Time Series Analysis (3)

Money Management

- ACCT-641 Corporate Financial Reporting (3)
- ACCT-685 Topics in Accounting (1.5)
- FIN-673 Corporate Valuation and Financial Strategy (3)
- FIN-685 Topics in Finance and Real Estate (1.5-3)
- IBUS-700 International Finance (3)
- STAT-522 Time Series Analysis (3)

Consulting (12 credit hours)

Provides students with some of the fundamental training, frameworks, and techniques used by leading consulting firms and the opportunity to work with practicing consultants in the classroom. Students specialize in one of three consulting areas: information technology, international business, or management consulting.

Information Technology

- MGMT-626 Consulting Practice and Methodologies (3)
- ITEC-630 Business Analysis and Data Design (3)
- ITEC-643 Consulting Project Management and the Enterprise Process (3)
- 3 credit hours from the following:
 - ITEC-640 Global Connectivity (1.5)
 - ITEC-641 Global Collaborative Technology and Virtual Teams (1.5)
 - ITEC-652 Strategic Management of Global Information Systems (1.5)
 - ITEC-655 Outsourcing and Offshoring (1.5)
 - ITEC-656 Topics in Management of Global Information Technology (1.5-3)
 - ITEC-658 International Electronic Commerce (1.5)
 - ITEC-666 Information Security Technology and Management (1.5)

International Business

- MGMT-626 Consulting Practice and Methodologies (3)
- IBUS-702 Strategic Management of Multinational Corporations (3)
- ITEC-643 Consulting Project Management and the Enterprise Process (3)
- 3 credit hours from the following:
 - IBUS-685 Topics in International Business (1.5-3)
 - IBUS-705 Export/Import Management (1.5)
 - IBUS-740 Project Finance in Developing and Transitional Economies (1.5)
 - IBUS-741 International Technology Transfer (1.5)
 - IBUS-742 Analysis of International Business Expansion: A Consulting Experience (1.5)

Management

- ITEC-643 Consulting Project Management and the Enterprise Process (3)
 - MGMT-611 Change and Innovation (3)
 - MGMT-626 Consulting Practice and Methodologies (3)
 - 3 credit hours from the following:
 - MGMT-665 Negotiations (3)
 - MGMT-666 Strategic Alliances, Mergers and Acquisitions (3)
 - MGMT-685 Topics in Management (1.5-3)
- ### **Corporate Finance: Investment Banking (13.5 credit hours)**

In this track students prepare for careers in the financial services industry; specifically within investment banking with specializations in either corporate finance and private equity, or trading and sales. The broad range of courses allows students to acquire the requisite skills, quantitative expertise, and institutional knowledge to succeed in this competitive work environment.

- FIN-671 Advanced Financial Management (3)
- FIN-673 Corporate Valuation and Financial Strategy (3)
- FIN-677 Financial Statement Analysis (3)
- 4.5 credit hours from one of the following:

Corporate Finance and Private Equity

- FIN-672 Investment Analysis and Portfolio Management (3)
- FIN-674 Derivatives and Risk Management (3)
- FIN-685 Topics in Finance and Real Estate (1.5-3)

Trading and Selling

- ACCT-685 Topics in Accounting (1.5)
- ECON-522 Econometrics (3)
- FIN-672 Investment Analysis and Portfolio Management (3)
- FIN-674 Derivatives and Risk Management (3)
- FIN-680 Investment Banking (1.5)
- FIN-685 Topics in Finance and Real Estate (1.5-3)
- IBUS-700 International Finance (3)

**Corporate Finance: Commercial Banking
(12 credit hours)**

Prepares students for a career path which leads to senior executive positions in banking and senior executive positions in the corporate finance function of companies.

- FIN-677 Financial Statement Analysis (3)
- FIN 682-Managing Depository Institutions (1.5)
- IBUS-701 International Banking (1.5)
- 6 credit hours from the following:
ACCT-670 International Accounting (3)
FIN 673 Corporate Valuation and Financial Strategy (3)
FIN-674 Derivatives and Risk Management (3)
IBUS-700 International Finance (3)
MGMT-665 Negotiations (3)

**Corporate Finance: Corporate Financial Management
(12 credit hours)**

Prepares students for positions in this field in the finance function of entrepreneurial and mid- and large sized companies.

- ACCT-725 Modern Management Control Systems (3)
- FIN-671 Advanced Financial Management (3)
- 6 credit hours from the following:
ACCT-670 International Accounting (3)
FIN-672 Investment Analysis and Portfolio Management (3)
FIN-673 Corporate Valuation and Financial Strategy (3)
FIN-674 Derivatives and Risk Management (3)
IBUS-700 International Finance (3)
IBUS-701 International Banking (1.5)

Entrepreneurship (9 credit hours)

Provides students with the opportunity to behave like an entrepreneur in employee and management roles and the tools for starting, managing, and growing a business. Students learn how to work with closely-held businesses and how to assess start-ups as potential vendors and investments.

- MGMT-661 New Venture Creation (3)
- MGMT-662 Managing Small and Growing Organizations (1.5)
or
MGMT-663 Managing Private and Family Businesses (1.5)
- 4.5 credit hours from the following:
FIN-685 Topics in Finance and Real Estate (1.5-3)
MGMT-662 Managing Small and Growing Organizations (1.5)
or
MGMT-663 Managing Private and Family Businesses (1.5)
MGMT-665 Negotiations (3)
MGMT-666 Strategic Alliances, Mergers and Acquisitions (3)
MGMT-685 Topics in Management (1.5-3)

Global Emerging Markets (12 credit hours)

This track is designed to give students the skills and tools to understand and do business in and with emerging market countries and companies. Three specializations share a common core of required courses and provide students with the opportunity to pursue specialized functional courses in finance or information technology: Doing Business in Global Emerging Markets (for students who wish to develop specialized regional and country expertise and foreign language skills), Global Emerging Markets and Information Technology (for students who wish to be involved in outsourcing and electronic commerce), and Global Emerging Markets and Finance.

Global Emerging Markets: Business

- IBUS-746 Global Emerging Market (3)
- IBUS-748 Management in Emerging Markets (1.5)
- 1.5 credit hours from the following:
IBUS-685 Topics in International Business(1.5-3)
IBUS-741 International Technology Transfer (1.5)
IBUS-742 Analysis of International Business Expansion:
A Consulting Experience (1.5)
- 6 credit hours from the following:
IBUS-744 International Dimensions of Management:
Study Abroad Project (3)
SIS-539 Comparative Development Strategies (3)
SIS-579 Selected Regional and Country Studies (3)
(topics)
Approved graduate foreign language course (3)

Global Emerging Markets: Finance

- IBUS-746 Global Emerging Market (3)
- IBUS-748 Management in Emerging Markets (1.5)
- 1.5 credit hours from the following:
IBUS-685 Topics in International Business (1.5-3)
IBUS-741 International Technology Transfer (1.5)
IBUS-742 Analysis of International Business Expansion:
A Consulting Experience (1.5)
- 6 credit hours from the following:
ACCT-670 International Accounting (3)
FIN-681 Financial Intermediation in Emerging Markets (1.5)
IBUS-700 International Finance (3)
IBUS-701 International Banking (1.5)
IBUS-740 Project Finance in Developing and Transitional Economies (1.5)

Global Emerging Markets: Information Technology

- IBUS-746 Global Emerging Market (3)
- IBUS-748 Management in Emerging Markets (1.5)
- 1.5 credit hours from the following:
IBUS-685 Topics in International Business (1.5-3)
IBUS-741 International Technology Transfer (1.5)
IBUS-742 Analysis of International Business Expansion:
A Consulting Experience (1.5)

- 6 credit hours from the following:
ITEC-643 Consulting Project Management and the Enterprise Process (3)
ITEC-654 Nations, Policy, and Information Technology (1.5)
ITEC-656 Topics in Management of Global Information Technology (1.5-3)
ITEC-658 International Electronic Commerce (1.5)

International Trade and Global Supply Chain Management (9 credit hours)

Designed to provide students with the knowledge and skills required for the effective management of the global trade and supply chain operations of the multinational enterprise. Students obtain knowledge of supply chain management, purchasing and logistics operations, market entry strategies, export-import management, technology transfer and other relevant international business areas.

- IBUS-703 Global Market Entry Strategies (3)
- IBUS-705 Export-Import Management (1.5)
- IBUS-745 Global Supply Chain Management (3)
- 1.5 credit hours from the following:
IBUS-701 International Banking (1.5)
IBUS-741 International Technology Transfer (1.5)
IBUS-742 Analysis of International Business Expansion: A Consulting Experience (1.5)
IBUS-743 International Advertising and Branding Strategy (1.5)
ITEC-656 Topics in Management of Global Information Technology (1.5-3)

Marketing Management (9 credit hours)

This track offers students the opportunity to apply key marketing concepts to “real life” situations by case studies and projects for profit and non-profit organizations. It prepares students for a variety of marketing management fields, including advertising, sales promotion, media planning, account management, internet marketing, and brand management. Students gain a thorough understanding of key marketing concepts such as target market selection, positioning, new product/service development, distribution strategies, pricing strategies, and promotional strategies.

- MKTG-765 Brand Strategy (3)
- MKTG-764 Survey Methods in Marketing Research (1.5)
or
MKTG-766 Qualitative Methods in Marketing Research (1.5)
- 4.5 credit hours from the following:
MKTG-750 Internet Marketing Management (1.5)
MKTG-754 Database Marketing (1.5)
MKTG-755 Geodemographic Market Analysis (1.5)
MKTG-761 Buyer Behavior (1.5)
MKTG-762 Integrated Marketing Communication (3)
MKTG-764 Survey Methods in Marketing Research (1.5)

or

MKTG-766 Qualitative Methods in Marketing Research (1.5)

Marketing Research (9 credit hours)

Designed to prepare students for careers in the marketing research field, either with marketing research suppliers or with companies that use research to improve marketing decision making. Students learn the psychological foundations of buyer behavior, the principles of designing survey questionnaires, the fundamentals of analyzing survey data, and the appropriate use of statistical techniques and computer software to analyze research data.

- MKTG-761 Buyer Behavior (1.5)
- MKTG-764 Survey Methods in Marketing Research (1.5)
- 3 credit hours from the following:
MKTG-754 Database Marketing (1.5)
MKTG-755 Geodemographic Market Analysis (1.5)
MKTG-766 Qualitative Methods in Marketing Research (1.5)
- 3 credit hours from the following:
STAT-515 Regression (3) (prerequisite: STAT-514 or equivalent)
STAT-516 Design of Experiments (3) (prerequisite: STAT-514 or equivalent)
STAT-520 Applied Multivariate Analysis (3) (prerequisite: STAT-514 or equivalent)
STAT-521 Analysis of Categorical Data (3) (prerequisite: STAT-514 or equivalent)

Real Estate (9 credit hours)

This career track offers courses including real estate principles, residential and commercial real estate mortgage markets, and real estate development. KSB maintains and actively promotes strong contacts with local professional associations including the Washington, D.C. Association of Realtors, the Appraisal Institute and the secondary mortgage market.

- 9 credit hours from the following:
ACCT-746 Taxation of Real Estate Transactions (3)
FIN-671 Advanced Financial Management (3)
FIN-676 Financial Institutions (1.5)
FIN-730 Real Estate Principles and Investment (3)
FIN-732 Residential Real Estate and Mortgage Markets (3)
FIN-733 Commercial Real Estate and Mortgage Markets (3)
FIN-734 Real Estate Development (3)

Taxation (12 credit hours)

Provides students with the skills required to work in the tax departments of public accounting firms and large corporations.

- ACCT 630 Legislative and Judicial Foundations in Taxation (3)
- ACCT 631 Tax Research and Procedure (3)
- ACCT 740 Corporate Income Taxation (3)
- ACCT 747 Taxation of Pass-Through Entities (3)

Career Advancement Track in Leadership (9 credit hours)

Intended for students who are pursuing an MBA for purposes of career advancement (promotion to leadership positions within their current functional areas) rather than career change (moving into business careers, or switching functional areas).

- MGMT 611 Change and Innovation (3)
- MGMT 664 Leadership: Exploring Styles and Developing Competencies (3)
- 3 credit hours from the following:
 - MGMT-634 High-Performing Teams (1.5)
 - MGMT-665 Negotiations (3)
 - MGMT-685 Topics in Management (1.5–3)

Master of Business Administration and J.D.

Admission to the Program

Applicants must satisfy the admission requirements of both the Kogod School of Business and Washington College of Law before being admitted to the program. However, students who have been admitted to Washington College of Law will not be required to take the GMAT.

M.B.A. Degree Requirements

- 51 credit hours of approved graduate course work including 25.5 credit hours of required courses and 13.5 credit hours of electives.

A minimum of 30 credits taken in residence from the Kogod School of Business is required for the M.B.A.

Up to 9 credit hours of course work may be waived from ACCT-607, FIN-605, ITEC-614 and ITEC-615 if students have taken equivalent course work at the undergraduate level in the past seven years, received grades of B or better, and pass an examination during orientation for each course waived. Any waived courses are waived with replacement of an equal number of credits of other course work.

Up to 9 credit hours earned at another AACSB-accredited M.B.A. program may be transferred and applied to the Kogod M.B.A. requirements.

M.B.A. students may take a maximum of 6 credit hours in 500-level courses or graduate courses which meet concurrently with undergraduate courses.

M.B.A. students may take a maximum of 6 credits with a pass/fail grade. Pass/fail grades are not permitted for any core requirements, for a student's career track courses, or for KSB-688 Applied Business Practicum. A pass grade is equivalent to B or higher; a fail grade is equivalent to B- or lower.

JD/MBA dual degree policy requires students to defer taking 12-15 credit hours of M.B.A. course work, depending on the number of M.B.A. courses waived, until completion of the JD degree.

Course Requirements

Core (25.5 credit hours)

- ACCT-607 Accounting Concepts and Applications (3)
- FIN-605 Managerial Economics (3)
- FIN-614 Financial Management (3)
- IBUS-610 International Business Analysis (1.5)
- ITEC-614 Quantitative Methods for Business I: Probability and Statistics (1.5)
- ITEC-615 Quantitative Methods for Business II: Inferential Statistics and Forecasting (1.5)
- ITEC-617 Information and Technology (1.5)
- ITEC-618 Applied Production and Operations Management (1.5)
- KSB-061 Professional Competencies Clinic I (0)
- KSB-062 Professional Competencies Clinic II (0)
- KSB-601 Strategic Decision-Making in a Global Environment I (3)
- KSB-602 Strategic Decision-Making in a Global Environment II (3)
- MGMT-613 Managing People in Organizations (1.5)
- MKTG-610 Marketing Management (1.5)

Career Tracks and Electives (25.5 credit hours)

- 13.5 credit hours in a career track
- 12 credit hours in law concentration from JD course work
A maximum of 3 credit hours may be taken in an internship for elective credit (see internship for credit program, above)

J.D. Degree Requirements

- 86 credit hours

The Washington College of Law may give up to a maximum of 6 credit hours toward the J.D. for courses taken at the Kogod School, provided they are approved by the Joint Washington College of Law-Kogod School of Business Committee.

Master of Business Administration and Master of Laws in International Legal Studies (L.L.M.)

Graduates receive an M.B.A. from the Kogod School of Business (KSB) and an L.L.M. from the Washington College of Law (WCL). Neither degree will be awarded until all requirements for both degrees are completed.

Admission to the Program

Applicants must satisfy the admission requirements of both the Kogod School of Business and Washington College of Law before being admitted to the program. Students must have completed their law degree at a U.S. law school accredited by the American Bar Association or at a foreign law school with equivalent standards. Admission to the M.B.A. requires an interview, a separate personal statement, additional letters of recommendation, and a GMAT score.

Students in the M.B.A./L.L.M. dual degree program pay tuition and fees according to the WCL schedule.

Degree Requirements

- 52 credit hours including 36 credit hours of approved graduate course work from KSB and 16 credit hours of approved WCL course work

The first semester in the program must be spent as a full-time L.L.M. student.

M.B.A. Degree Requirements

- 36 credit hours of approved graduate course work including 25.5 credit hours of required MBA courses, and 10.5 credit hours of business electives. 1.5 credit hours may be taken in an internship as elective credit.

Course Requirements

Core (25.5 credit hours)

- ACCT-607 Accounting Concepts and Applications (3)
- FIN-605 Managerial Economics (3)
- FIN-614 Financial Management (3)
- IBUS-610 International Business Analysis (1.5)
- ITEC-614 Quantitative Methods for Business I: Probability and Statistics (1.5)
- ITEC-615 Quantitative Methods for Business II: Inferential Statistics and Forecasting (1.5)
- ITEC-617 Information and Technology (1.5)
- ITEC-618 Applied Production and Operations Management (1.5)
- KSB-061 Professional Competencies Clinic I (0)
- KSB-062 Professional Competencies Clinic II (0)
- KSB-601 Strategic Decision-Making in a Global Environment I (3)
- KSB-602 Strategic Decision-Making in a Global Environment II (3)
- MGMT-613 Managing People in Organizations (1.5)
- MKTG-610 Marketing Management (1.5)

MBA Career Tracks and Electives (10.5 credit hours)

- A minimum of 9 credit hours in a career track
- 1.5 credit hours in electives

L.L.M. Degree Requirements

- 16 credit hours including two research papers; LAW-580 Introduction to American Legal Institutions (for students with civil law backgrounds); English for Lawyers (for students who need extra practice with English); no internship credit may be applied toward the L.L.M.

M. S. in Accounting

The M.S. in Accounting (M.S.A.) degree provides advanced study for students with undergraduate accounting degrees who seek a fifth year of professional education to satisfy 150-hour CPA licensure requirements. In addition, the program is sufficiently flexible to prepare both students with non-accounting undergraduate business degrees and those with non-business undergraduate degrees for accounting careers in a variety of organizational settings. The program may be completed on a full- or part-time basis.

Admission to the Program

In addition to meeting the university requirements for graduate study, applicants must have earned a satisfactory score on the Graduate Management Admission Test (GMAT) and must have earned a satisfactory grade point average for the last 60 hours of academic work from a Council of Postsecondary Accreditation (COPA) regionally-accredited institution. Applicants whose first language is not English are also required to take the TOEFL (Test of English as a Foreign Language) and demonstrate English language proficiency.

Degree Requirements

- 30 credit hours including a minimum of 15 credit hours in graduate accounting course work and 15 credit hours in graduate business or accounting electives.

Across bachelor and M.S. in Accounting degrees combined, students must complete at least 27 credit hours in accounting, in addition to specific business core courses. Students entering the M.S.A. program with undergraduate accounting degrees can typically satisfy M.S.A. degree requirements by completing 15 graduate accounting hours. The remaining 15 credit hours can be used to develop complementary expertise in a related field or specialized expertise in financial reporting and assurance or taxation.

Students with non-accounting undergraduate degrees may be required to use the 15 credit hour elective component to meet overall accounting requirements.

Students entering the program with non-business undergraduate degrees may be required to complete graduate course work in managerial economics, financial management, managerial statistics, and principles of accounting, potentially increasing total M.S.A. course requirements to a maximum of 36 graduate credit hours.

On admission to the program, students will consult with the program director to design an approved program of study that meets both overall program goals and individual academic and professional objectives.

Course Requirements

- ACCT-607 Accounting Concepts and Applications (3)
- FIN-605 Managerial Economics (3)
- FIN-614 Financial Management (3)
- ITEC-610 Applied Managerial Statistics (3)

Students with undergraduate degrees from AACSB-accredited business programs are presumed to have satisfied this requirement. All or part of this requirement may be waived for other students who have completed courses in principles in accounting, microeconomics, financial management, and/or statistics.

- ACCT-608 Cost Accounting (3)
or
6 credit hours of intermediate financial accounting
- ACCT-641 Corporate Financial Reporting (3)
or
3 credit hours of intermediate managerial accounting
- 3 credit hours in each of taxation, auditing, and business law

M. S. in Finance

The M.S. in Finance (M.S.F.) program provides students an opportunity to obtain focused training in finance that will prepare them for professionally-oriented careers in finance.

Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor's degree from an accredited institution with a satisfactory grade point average and a satisfactory score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) in an appropriate area, and must have earned a satisfactory grade point average for the last 60 credit hours of academic work from a Council of Postsecondary Accreditation (COPA) regionally-accredited institution. Applicants whose first language is not English must have a satisfactory score on the Test of English as a Foreign Language (TOEFL). Applicants must also have earned satisfactory grades in introductory economics, basic statistics, and accounting courses before formally entering the program. Deficiencies in these prerequisite courses may be completed at American University or at other schools.

Degree Requirements

- 33 credit hours including 9 credit hours of introductory, 9 credit hours of core, and 15 credit hours of elective course work

Prerequisite Courses

All prerequisites must be satisfied, either at the undergraduate or graduate levels, prior to enrollment in the M.S.F.

- 6 undergraduate credit hours of micro and macroeconomics or 3 graduate credit hours in economics
- 3 credit hours of statistics
- 6 undergraduate credit hours of financial accounting or 3 graduate credit hours in accounting

Introductory Courses (9 credit hours)

These courses may be waived if the student has earned a B- or better in an equivalent course; 3 credit hours may be waived without substitution, the other 3 to 6 credits must be taken in additional advanced courses as approved by the M.S.F. director.

- FIN-614 Financial Management (3)
- FIN-555 Financial Modeling (3)
- STAT-514 Statistical Methods (3)

Core Courses (9 credit hours)

- FIN-674 Derivatives & Risk Management (3)
- FIN-684 Fixed Income Analysis (3)
- FIN-686 Quantitative Methods in Finance (3)

Elective Courses (15 credit hours)

- 15 credit hours from the following with up to 6 credit hours from graduate-level accounting, economics, statistics or other courses approved by the M.S.F. director:
 - FIN-671 Advanced Financial Management (3)
 - FIN-672 Investment Analysis and Portfolio Management (3)
 - FIN-673 Corporate Valuation and Financial Strategy (3)
 - FIN-676 Financial Institutions (1.5)
 - FIN-677 Financial Statement Analysis (3)
 - FIN-680 Investment Banking (1.5)
 - FIN-681 Financial Intermediation in Emerging Markets (1.5)
 - FIN-682 Managing Depository Institutions (1.5)
 - FIN-685 Topics in Finance and Real Estate (1.5-3)
 - IBUS-700 International Finance (3)

M. S. in Finance and Real Estate

The M.S. in Finance and Real Estate program provides students an opportunity to obtain focused training in real estate that will prepare them for professionally-oriented careers in finance in areas such as asset management, mortgage markets, property management, and corporate finance.

Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor's degree from an accredited institution with a satisfactory grade point average and a satisfactory score on the Graduate Management Admission Test (GMAT), and must have earned a satisfactory grade point average for the last 60 credit hours of academic work from a Council of Postsecondary Accreditation (COPA) regionally-accredited institution. Applicants whose first language is not English must have a satisfactory score on the Test of English as a Foreign Language (TOEFL). Applicants must also have earned satisfactory grades in introductory economics, basic statistics, and accounting courses before formally entering the program. Deficiencies in these prerequisite courses may be completed at American University or at other schools.

Degree Requirements

- 33 credit hours including 9 credit hours of introductory, 6 credit hours of core, and 18 credit hours of elective course work

Prerequisite Courses

All prerequisites must be satisfied, either at the undergraduate or graduate levels, prior to enrollment in the degree program.

- 6 undergraduate credit hours of micro and macroeconomics or 3 graduate credit hours in economics
- 3 credit hours of statistics
- 6 undergraduate credit hours of financial accounting or 3 graduate credit hours in accounting

Introductory Courses (9 credit hours)

These courses may be waived if the student has earned a B- or better in an equivalent course; 3 credit hours may be waived without substitution, the other 3 to 6 credits must be taken in additional advanced courses as approved.

- FIN-614 Financial Management (3)
- FIN-555 Financial Modeling (3)
- STAT-514 Statistical Methods (3)

Core Courses (6 credit hours)

- FIN-684 Fixed Income Analysis (3)
- FIN-686 Quantitative Methods in Finance (3)

Elective Courses (18 credit hours)

- 18 credit hours with at least 12 credit hours from the following and up to 6 credit hours from other graduate-level courses accounting, economics, statistics, or other courses approved by the program director:
 - FIN-685 Topics in Finance and Real Estate (1.5-3)
 - FIN-730 Real Estate Principles and Investments (3)
 - FIN-731 Real Estate: Managing Properties (1.5)
 - FIN-732 Residential Real Estate and Mortgage Markets (3)
 - FIN-733 Commercial Real Estate and Mortgage Markets (3)
 - FIN-734 Real Estate Development (3)

M.S. in Taxation

The M.S. in Taxation provides a professionally-oriented specialty master's degree focusing on federal income taxation. It is designed to advance students' careers and broaden their options with skills in specialized areas and comprehensive expertise in the field of taxation. This convenient yet demanding program facilitates opportunities with the largest professional service organizations in the world, enhances flexible career paths, and creates opportunities for starting businesses.

Admission to the Program

In addition to meeting the minimum university requirements for graduate study, applicants must have earned an undergraduate bachelor's degree in business administration from a Council on Post Secondary Accreditation (COPA) regionally-accredited institution with a satisfactory grade point average for the last 60 credit hours and a satisfactory score on the Graduate Management Admission Test (GMAT). Students who have successfully completed the CPA examination may substitute it for the GMAT.

Applicants must demonstrate satisfactory completion of course work equivalent to the Common Body of Knowledge for undergraduate business education as currently defined by AACSB International, the Association to Advance Collegiate Schools of Business. In addition, applicants must have completed two semesters of intermediate accounting, and one semester of business law, federal income taxation, and macroeconomics. Any deficiencies in these prerequisite courses must be completed at the graduate level at American University after admission to the program, in addition to other program requirements. M.S. in Taxation students are subject to the same mathematics competency requirements as M.B.A. students.

Degree Requirements

- 30 credit hours with a minimum of 21 hours in taxation including two required core courses (6 credit hours), a research component (6 credit hours) and three elective courses (9 credit hours). The remaining 9 credit hours must consist of additional tax courses or, with the permission of the program director, non-tax courses necessary to meet state CPA licensure requirements.

Course Requirements

Core Tax Courses (6 credit hours)

- ACCT-630 Legislative and Judicial Foundations of Income Tax (3)
- ACCT-631 Tax Research and Procedure (3)

Research Component (6 credit hours)

- 6 credit hours with grades of B or better from the following:
 - ACCT-740 Taxation of Corporations (3)
 - ACCT-743 International Taxation (3)
 - ACCT-746 Taxation of Real Estate Transactions (3)
 - ACCT-747 Taxation of Pass-Through Entities (3)
 - ACCT-750 Tax Policy (3)
 - ACCT-751 Seminar in Business Tax Planning (3)

Elective Courses (18 credit hours)

- A total of 18 additional credit hours (courses may not be used to fulfill the research requirement above and as an elective) with at least 9 credit hours from the following courses. The remaining 9 credit hours must consist of additional tax courses or, with the permission of the program director, non-tax courses necessary to meet state CPA licensure requirements.
 - ACCT-740 Taxation of Corporations (3)
 - ACCT-741 State and Local Taxation (3)
 - ACCT-742 Special Tax Topics (1-3)
 - ACCT-743 International Taxation (3)
 - ACCT-745 Employee Benefit Tax Planning (3)
 - ACCT-746 Taxation of Real Estate Transactions (3)
 - ACCT-747 Taxation of Pass-Through Entities (3)
 - ACCT-750 Tax Policy (3)
 - ACCT-751 Seminar in Business Tax Planning (3)
 - ACCT-752 Seminar in Family Financial Planning (3)

Graduate Business Certificates

Graduate Certificate in Real Estate Finance

This certificate is designed for current managers seeking advancement in the field, or professionals seeking entry into real estate management.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better

Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grades in introduction to economics and introduction to accounting courses, and passing grade in undergraduate statistics course or passing score on mathematics equivalency examination.

Course Requirements

- FIN-614 Financial Management (3)
- FIN-730 Real Estate Principles and Investments (3)
- FIN-732 Residential Real Estate and Mortgage Markets (3)
- FIN-733 Commercial Real Estate and Mortgage Markets (3)
- FIN-734 Real Estate Development (3)

Graduate Certificate in Financial Planning and Wealth Management

This certificate is designed for individuals wishing to become certified financial planners.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better

Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grades in introduction to economics and introduction to accounting courses, and passing grade in undergraduate statistics course or passing score on mathematics equivalency examination.

Course Requirements

- ACCT-752 Seminar in Family Financial Planning (3)
- FIN-614 Financial Management (3)
- FIN-672 Investment Analysis and Portfolio Management (3)
- FIN-674 Derivatives and Risk Management (3)
- FIN-677 Financial Statement Analysis (3)

Graduate Certificate in Tax

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.

Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grades in introduction to economics and introduction to accounting courses, and passing grade in undergraduate statistics course or passing score on mathematics equivalency examination.

Course Requirements

- ACCT-630 Legislative and Judicial Foundations of Income Tax (3)
- ACCT-631 Tax Research and Procedure (3)
- ACCT-740 Taxation of Corporations (3)

- ACCT-747 Taxation of Pass-Through Entities (3)
- additional approved tax course (3)

Graduate Certificate in Advanced Tax Concepts

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.
Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grades in introduction to economics and introduction to accounting courses, and passing grade in undergraduate statistics course or passing score on mathematics equivalency examination.

Course Requirements

- ACCT-743 International Taxation (3)
- ACCT-745 Employee Benefit Tax Planning (3)
- ACCT-751 Seminar in Business Tax Planning (3)
- ACCT-752 Seminar in Family Financial Planning (3)
- additional approved tax course (3)

Graduate Certificate in Marketing Management

This certificate is designed for current advertising or public relations manager seeking advancement in the field, or individual seeking to enter the field.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.
Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grade in introduction to economics course.

Course Requirements

- MKTG-612 Marketing Management (3)
or
MKTG-632 Fundamentals of Marketing (3)
- MKTG-764 Survey Methods in Marketing Research (1.5)
or
MKTG-766 Qualitative Methods in Marketing Research (1.5)
- MKTG-765 Brand Strategy (3)
- MKTG-761 Buyer Behavior (1.5)
- MKTG-762 Integrated Marketing Communication (3)
- additional approved marketing course (3)

Graduate Certificate in Business Essentials for Managers

Designed for professionals seeking advancement in organization, change of career into business management, or knowledge to train entry-level employees.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.

Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grade in introduction to economics course.

Course Requirements

- ACCT-600 Ethics in Business and Accounting (3)
or
ACCT-623 Business Law (3)
- FIN-630 Financial Analysis: Concepts and Applications (3)
- ITEC-601 IT Tools for Managers (1.5)
- ITEC-617 Information and Technology (1.5)
- MGMT-609 Organizational Behavior and Human Resource Management (3)
or
MGMT-633 Leading People and Organizations (3)
- MKTG-612 Marketing Management (3)
or
MKTG-632 Fundamentals of Marketing (3)

Graduate Certificate in Leadership Essentials for Professionals

Designed for managers seeking to develop/improve advancement leadership skills in public or private-sector organizations.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a For-

eign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.

Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grade in introduction to economics course.

Course Requirements

- MGMT-611 Change and Innovation (3)
- MGMT-613 Managing People in Organizations (1.5)
- MGMT-634 High-Performing Teams (1.5)
- MGMT-664 Leadership: Exploring Styles and Developing Competencies (3)
- MGMT-665 Negotiations (3)
- MGMT-666 Strategic Alliances, Mergers and Acquisitions (3)

Graduate Certificate in Entrepreneurship

Designed for individuals seeking to start his or her own business, take over a family business, or grow a small business.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.

Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grade in introduction to economics course.

Course Requirements

- MGMT-633 Leading People and Organizations (3)
- MGMT-661 New Venture Creation (3)
- MGMT-662 Managing Small and Growing Organizations (1.5)
- MGMT-663 Managing Private and Family Businesses (1.5)
- MGMT-665 Negotiations (3)
- MGMT-666 Strategic Alliances, Mergers and Acquisitions (3)

Graduate Certificate in Business for Professional Health Management

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.
Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grade in introduction to economics course.

Course Requirements

- ITEC-601 IT Tools for Managers (1.5)
- ITEC-617 Information and Technology (1.5)
- MGMT-611 Change and Innovation (3)
- MGMT-633 Leading People and Organizations (3)
- MGMT-661 New Venture Creation (3)
- MKTG-612 Marketing Management (3)
or
MKTG-632 Fundamentals of Marketing (3)

Graduate Certificate in International Business

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.
- Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Prerequisites

Passing grade in introduction to economics course.

Course Requirements

- FIN-630 Financial Analysis: Concepts and Applications (3)
- IBUS-618 Manager in the International Economy (3)
- IBUS-703 Global Market Entry Strategies (3)
- IBUS-705 Export/Import Management (1.5)
- IBUS-707 Managing Human Resources in Multinational Corporations (1.5)
- IBUS-745 Global Supply Chain Management (3)

Graduate Certificate in IT Team Management in Global-time

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.
- Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month

period. Students must complete the certificate within four years.

Course Requirements

- ITEC-641 Global Collaborative Technology and Virtual Teams (1.5)
- ITEC-655 Outsourcing and Offshoring (1.5)
- ITEC-656 Topics in Management of Global Information Technology (1.5-3):
Social Networking and Business
- ITEC-5xx, 6xx, or 7xx course (3)
- MGMT-633 Leading People and Organizations (3)
- MGMT-634 High-Performance Teams (1.5)
- MGMT-665 Negotiations (3)

Graduate Certificate in Business Analysis for IT Consulting

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution with a satisfactory grade point average. Applicants must have at least one year of work experience. Applicants whose first language is not English are required to take and earn minimum acceptable scores on the Test of English as a Foreign Language (TOEFL) and demonstrate English language proficiency.

Certificate Requirements

- 15 credit hours of approved course work with grades of B or better.
- Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students must be enrolled in at least 6 credit hours during each 12 month period. Students must complete the certificate within four years.

Course Requirements

- ITEC-630 Business Analysis and Data Design (3)
- ITEC-643 Consulting Project Management and the Enterprise Process (3)
- ITEC-655 Outsourcing and Offshoring (1.5)
- MGMT-626 Consulting Practice and Methodologies (3)
- 4.5 credit hours from the following:
FIN-630 Financial Analysis: Concepts and Applications (3)
ITEC-5xx, 6xx, or 7xx course (3)
MGMT-633 Leading People and Organizations (3)
MGMT-634 High-Performance Teams (1.5)

Graduate Certificate in Global Information Technology

This interdisciplinary certificate, offered by the Kogod School of Business (KSB) and the School of International Service (SIS), gives students the skills and knowledge to work in organizations that support information technology globally. It is designed for business professionals who work across many locations, and professionals in international organizations, governments, and nongovernmental organizations with responsibility for strategy, policy, and implementation of information technology in developing and emerging economies.

Admission to the Program

Open to students with a bachelor's degree or equivalent from an accredited institution and preferably at least one year of work experience. Applicants must submit their official transcripts along with a one page statement of purpose to either Kogod or SIS. Both schools will review applications. For international students whose first language is not English, a score of at least 550 (213 on the computer version) on the Test of English as a Foreign Language (TOEFL) is required.

Certificate Requirements

- 15.5 credit hours of approved course work with at least 6 credit hours at the 600-level or above and grades of B or above
Grades of C or D in certificate program courses are not accepted toward the fulfillment of certificate requirements, although these grades will be included in the calculation of the GPA. Students must have at least a 3.0 GPA in certificate courses in order to be awarded a certificate. Students in certificate programs must take a minimum of 6 credit hours during each 12-month period and complete the certificate in four years. International students must enroll in 9 credit hours each semester (except for summer). A maximum of 3 credit hours earned at an accredited college or university may be applied toward the certificate as transfer credit.

Course Requirements

- ITEC-630 Business Analysis and Data Design (3)
or
ITEC-643 Consulting Project Management and the Enterprise Process (3)
- 4.5 credit hours from approved ITEC-5xx, 6xx, or 7xx courses
- SIS-628 Advanced Topics in International Communication (3):
Global Knowledge Economy
or
SIS-644 Communication and Social and Economic Development (3)
- SIS-633 Selected Topics in International Communication (1) (taken twice for a total of 2 credit hours)
- SIS-642 Cross-Cultural Communication (3)